



# Campus Links

"Swing In. Chill Out. Tee Up Anytime."

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# **Executive Summary**

Campus Links LLC is an indoor golf simulator lounge designed to bring fun, social, and affordable golf to college towns with long winters. Our first location will launch in Oswego, New York, where cold weather limits outdoor recreation for much of the year and students often struggle to find engaging and budget-friendly entertainment options. Campus Links offers a unique experience that combines real golf with social nightlife in a space tailored to student life. Our mission is to make the game of golf more accessible, less expensive, and way more fun.

Golf is traditionally viewed as expensive and time-consuming, often requiring travel, gear, and warm weather. Campus Links changes that by using high-end simulation technology to let players enjoy the game indoors all year long. Players hit real balls into a screen, and the system instantly tracks their ball speed, spin, angle, and flight. Our customers can play virtual versions of world-famous courses, get swing feedback, or just mess around with friends in a laid-back setting. With student-friendly pricing starting around twenty-five dollars per hour, and with rooms that can be split between four to six people, a round of golf becomes as affordable as a pizza night or movie outing.

In addition to hourly rentals, Campus Links will offer memberships for frequent users, private lessons with local golf pros, student and community leagues, and rental options for birthdays or group events. Our lounge space will serve drinks and snacks, with a focus on simplicity and affordability. We will also feature rotating drink-themed nights like Margarita Mondays or Seltzer Saturdays to keep things fun and fresh. These themed events, combined with student discounts and semester-long leagues, will drive consistent traffic and encourage word-of-mouth promotion.

Our primary target market is SUNY Oswego students between the ages of eighteen and twenty-four. These students are looking for something new, social, and affordable to do in their free time. Campus Links is designed specifically with them in mind. From the pricing to the lounge atmosphere, everything about the space will feel like a student-friendly hangout. Our secondary market includes alumni, faculty, and local residents who enjoy golf or are looking for a casual, fun spot to unwind. While students will be the heartbeat of our daily business, locals will help maintain revenue during breaks and summer months.

Campus Links is entering the market at the perfect time. Golf simulator usage in the United States has grown by over seventy percent since 2019, according to the National Golf Foundation. More people than ever are discovering how fun and convenient simulator golf can be. At the same time, indoor activity options in Oswego are extremely limited, especially for college students. There is no other place in town that offers the mix of sport, nightlife, and social interaction that we provide. Lighthouse Lanes is a traditional bowling alley, but it lacks the modern vibe, community feel, and fresh appeal that today's students are looking for.

We are seeking seven hundred thousand dollars in startup capital to launch our first location. Around half of that funding will be used to purchase and install five top-of-the-line golf simulators. The remaining funds will be used for space renovations, licensing, lounge furniture,

equipment, inventory, marketing campaigns, and working capital to support us through the early ramp-up phase. All major purchases will be tracked and monitored closely by our Treasurer, with an emphasis on staying lean and efficient.

The ownership team consists of four partners, each holding a stake in the business and contributing specific skills. The President focuses on leadership, partnerships, and long-term strategy. The Vice President of Operations oversees daily management, scheduling, staffing, and simulator maintenance. The Marketing Director handles branding, digital outreach, social media content, and promotions. The Treasurer manages financials, vendor relationships, and inventory control. Together, the team brings a balanced and dedicated approach to launching and growing this business.

Looking ahead, Campus Links is designed to scale. Once the Oswego location is established and profitable, we plan to expand into other cold weather college towns across the Northeast and Midwest. Our long-term options include franchising, partnering with larger entertainment or golf companies, or selling to a local buyer with interest in continuing operations. Whatever the path, our goal is to build a brand that feels connected to each campus community while also being profitable and easy to replicate.

Campus Links is more than just a business. It is a place where students can unwind, laugh, compete, and connect with others. It is where the love of golf meets the energy of campus life. With high demand, low competition, and a model built around affordability, Campus Links is ready to become a new staple of student life in Oswego and beyond.

# **Company Description**

## **Company Objectives**

At our core, the objective of this golf simulator venture is to create a premium, year-round golfing experience that brings the game indoors without sacrificing authenticity. Campus Links LLC is building a space that makes golf accessible and enjoyable for everyone, from seasoned players looking to sharpen their skills to complete beginners just getting into the sport. One of our key goals is to foster a sense of community by hosting leagues, friendly tournaments, and social events that make people want to keep coming back. Campus Links LLC is focused on creating multiple revenue streams through memberships, lessons, simulator rentals, drinks, and even merchandise. Long term, Campus Links LLC is aiming for scalability, refining the model so it's replicable in other locations further down the line. Customer service is a huge priority for us; we want people to walk in and feel at home, whether they're here to grind through 18 holes or just hang out with college friends, having a good time. On the tech side, we're committed to keeping the experience cutting-edge by integrating top-tier simulation software and exploring add-ons like swing analysis and mobile apps. And as we grow, we want to stay rooted in our community by partnering with local vendors and being mindful of sustainable practices wherever we can. It's about building a community and consistently bringing in new and old customers!

## **Nature of Business**

Campus Links LLC is an indoor golf entertainment company in development, we are focused on delivering a premium, year-round golf experience made specifically for college towns. Our business is built around creating a fun, chill environment where players of all skill levels can come enjoy the game indoors using top of the line simulation technology.

Each location will feature 5 to 7 private simulator rooms, paired with a lively bar and lounge area, offering a social, laid back atmosphere ideal for students and locals. The main revenue model is based on a flat hourly rate per room rental, with additional income generated through food and beverage sales, merchandise, golf lessons, and membership programs.

Campus Links aims to become a great spot for both golf and community, hosting leagues, tournaments, and events that will bring people back often. Our long term vision includes refining a scalable model for expansion to other college towns across the country.

Campus Links LLC is a partnership led venture, with ownership shared among the President (26.1%), Vice President (24.6%), Marketing Director (24.6%), and Treasurer (24.6%). The leadership team is committed to making sure everyone has the best experience, exceptional customer service, and a strong sense of community, all while seeking local partnerships and sustainable methods to maintain the company's roots in the college town way of life.

## **Primary Product/Service**

Campus Links is an indoor golf simulator lounge that provides a year-round golfing experience. The main service Campus Links offers is hourly rentals of golf simulators. Customers can play full rounds on virtual versions of famous golf courses, practice at a driving range, and get feedback on their swing. This service is great for both experienced golfers and beginners who want to enjoy golf in a fun, easy way, especially during the winter when playing outside isn't possible. Along with simulator rentals, Campus Links will offer memberships that give regular customers discounts and special access. The business will run student and community leagues to create a fun, social, and competitive environment that keeps people coming back. Golf lessons and clinics will be available through local golf pros, helping people improve their skills. The space can also be rented for events like birthday parties, alumni meetups, and company outings. To make the experience even better, Campus Links will serve snacks and drinks, creating a comfortable lounge where people can hang out and enjoy themselves.

# Industry Target Customer and Competitor Analysis

Campus Links LLC operates in the recreational and entertainment industry, offering a modern indoor golf experience that combines sports, socializing, and technology. Our primary target market is college students, particularly those attending SUNY Oswego. These students, usually between 18 and 24 years old, are always looking for fun and affordable ways to relax and connect with friends. Many enjoy group activities that are different from the usual bar or dorm hangout, and they're drawn to experiences that are both social and interactive. Campus Links offers them a unique environment where they can play golf—whether they're beginners or experienced players—grab drinks or snacks, and spend time in a laid-back setting. By offering things like student leagues, themed nights, and discounts, Campus Links is built to fit right into student life.

Our secondary target market includes local community members between the ages of 25 and 45. This group may include SUNY Oswego faculty, young professionals, alumni, and local residents. While they might not visit as frequently as students, they are likely to book simulator rooms for lessons, social events, or casual nights out. Some may be interested in membership programs, using the simulators to practice and improve their golf skills year-round. Others may be looking for a fun venue to host events like birthday parties or alumni meetups. Because Campus Links offers a mix of recreation and social space, it appeals to this wider audience who want a fun, indoor activity with a modern twist.

When it comes to competition, our main local competitor is Lighthouse Lanes, a bowling alley located in Oswego. While it's a well-known spot in the community, it offers a more traditional experience that hasn't changed much over the years. It appeals mostly to families and league bowlers, and doesn't have the same kind of excitement or modern appeal that college students are looking for. In contrast, Campus Links brings something new to town—a high-tech, year-round golf experience in a space designed for fun, comfort, and community. By offering advanced golf simulators, social events, and a lounge atmosphere, Campus Links gives people a reason to keep coming back.

In summary, Campus Links is focused on serving college students first, while also welcoming the local community. With few modern indoor entertainment options in Oswego, Campus Links fills a gap and offers something fresh, fun, and built for connection.

# **Product/Service Plan**

Campus Links offers an affordable and fun indoor golf simulator experience designed for college students and the local community in cold-weather towns. A golf simulator is a system that uses sensors, cameras, and software to track things like ball speed, club speed, launch angle, and spin. Players hit real golf balls into a large screen, and the simulator instantly shows where the ball would have gone on a virtual course or driving range. The main service is hourly rentals of these simulators, where people can play full rounds on famous courses, practice their swing, or get detailed feedback to improve their game. It's a great option for both serious golfers and people just looking for something fun to do with friends, especially during the long winter months when outdoor golf isn't possible.

Campus Links will also offer student discounts, memberships for regular users, and host weekly leagues and events to keep people coming back. The space can be booked for birthday parties, alumni nights, or student group events. Private golf lessons will be available through local pros, and the lounge area will serve snacks and drinks, including alcohol for those 21 and over, creating a fun, relaxed place to hang out.

Interest in golf simulators has exploded in the last few years. Since 2019, the number of simulator users in the U.S. has jumped by 73%, from 3.6 million to 6.2 million in 2023 (National Golf Foundation). A lot of that growth has come from younger people who started using simulators during the pandemic and stuck with it. Campus Links takes advantage of this trend by offering a low-cost, social, and year-round way to enjoy the game in a setting that fits student life.

People will buy this because golf is booming right now. More people are picking up the game than ever before, and golfers are always looking for new ways to play, especially when the weather makes it tough. Instead of spending hundreds or even thousands of dollars on a golf trip down south, Campus Links gives players a much cheaper way to keep golfing year-round without leaving town. The bottom line is that golfers love to golf. If the option is there, they'll use it. Having a simulator just minutes from campus means students and locals can play whenever they want, whether it's a quick round between classes, a weekend league with friends, or a late-night session just to unwind. It's affordable, convenient, and taps into a huge demand that's only growing.

# **Marketing Strategy**

Campus Links LLC is an innovative indoor golf simulator lounge tailored to college students and local residents in cold-weather towns, beginning with SUNY Oswego. Our strategy blends modern entertainment, athletic technology, and social atmosphere to capture a rapidly growing market of young, experience-driven consumers interested in golf, gaming, and communal spaces.

## **Customer Identification & Attraction**

To identify and attract customers, Campus Links will focus primarily on college students aged 18–24 and secondary markets like young professionals, local golf enthusiasts, alumni, and student organizations. We'll use digital analytics (social media insights, booking data, and email engagement rates) to refine customer personas over time. Direct outreach on campus — through class presentations, club sponsorships, tabling events, and ambassador programs — will be key. In the community, partnerships with local gyms, bars, and sports stores will help draw in working adults and non-students.

We will also leverage trend data: simulator golf has seen a 73% growth since 2019, particularly among younger players. By emphasizing affordability, fun, and social convenience — rather than pure golf performance — we make the sport approachable for novices while still offering depth for more serious players.

## **Selling Approach & Sales Force**

Campus Links uses a consultative and experiential selling approach. Customers will be introduced to services through hands-on demos and trial events, such as free "first swing" nights and open houses. Our sales team won't be traditional high-pressure sellers, but trained hosts and "vibe-setters" — friendly, knowledgeable staff who help customers feel comfortable and confident using the simulators, buying memberships, or booking events. These staff members will be hired for personality and trained in both hospitality and light technical troubleshooting.

The sales force will be internal, part-time employees — mostly college students — supported by a Marketing Director and VP of Operations. Special "membership reps" or student ambassadors will act as informal sales agents on campus, incentivized with perks for every referral or booking they drive.

## **Distribution Channels**

All services are delivered on-site at our physical location, but digital channels are integral to booking and communication. Customers will reserve simulator time, purchase memberships, or register for leagues through our website and mobile platform. Distribution also includes third-party event booking platforms (like Eventbrite or GroupMe) and collaborations with local businesses for cross-promotional packages (e.g., "play & dine" or "golf & drink" deals with nearby restaurants). Merchandise will be sold in-store and online through an integrated retail section on our site.

## **Sales Promotions**

Campus Links will use rotating sales promotions to maintain high traffic and drive trial. Introductory offers such as "First Hour Free" or "Bring 3, Play Free" nights will incentivize initial visits. We'll host weekly student nights with discounts, semester-long league registrations with prizes, and limited-time offers like "Buy 2 Hours, Get 1 Free" to drive revenue during slower periods. Event-specific promotions — like 10% off for booking a birthday, alumni gathering, or Greek life social — will increase private event bookings. Seasonal promos (e.g., Winter Break Passes, Finals Week Stress Relief Nights) will align with academic and weather cycles.

Loyalty programs will reward repeat business — for example, a digital punch card offering a free session after 10 visits, or membership tiers unlocking discounts and exclusive events.

## **Advertising Strategy**

Campus Links' advertising approach will be digitally dominant, focused on platforms where students already spend their time: Instagram, TikTok, and YouTube Shorts. Content will include short videos of gameplay highlights, student testimonials, event recaps, and staff spotlights — all created with a fun, authentic, and unpolished tone that feels native to social platforms.

Paid ad spend will target ZIP codes near SUNY Oswego and regional towns with interests in golf, college nightlife, or simulation gaming. We'll also use targeted email marketing campaigns, collecting addresses through event sign-ups and promotions.

Traditional ads (flyers, posters, campus newspaper inserts) will still play a role, especially during move-in, orientation, and key seasonal events. Strategic partnerships with professors and student orgs will help secure word-of-mouth credibility.

## **Credit Policies**

Campus Links will operate on a pre-pay or pay-at-checkout basis. Hourly rentals, food, and drinks will be paid upfront via card, mobile payment, or gift cards. Memberships and event bookings will require a deposit or full payment online. We won't extend formal credit to customers at launch, though we will allow flexible payment for group events or partnerships through invoicing.

For operational efficiency and security, all payments will go through a unified POS and booking system that supports digital receipts and account history.

## **Pricing Strategy**

Pricing will be competitive and tailored to our dual identity as both a golf facility and a social lounge. Simulator room rates will range from \$35–\$45 per hour for general customers and \$25–\$30 per hour for students. Group bookings will offer value-based pricing (e.g., flat rates for up to 6 players). Memberships will have monthly and semester options, offering value bundles like 5 hours per month, discounts on food, and early access to events.

Lessons will be priced competitively with the local market, with promotional bundles for first-time students. Food and beverage items will be kept affordable, \$3–\$10 range, with combos available during happy hours. Merchandise pricing will aim for high-margin, low-volume sales (e.g., \$25 hats, \$45 hoodies, \$15 tumblers) to promote the brand while adding revenue.

Campus Links' pricing structure reinforces our brand promise: fun, accessible, and community-oriented, with something for every level of golfer — from total beginner to seasoned player.

## **Operating Methods**

Campus Links LLC operates as a premium indoor golf simulator lounge, built to deliver a fun, engaging, and technologically advanced golfing experience. The core service model is centered on hourly rental of simulator rooms, where guests can play virtual rounds of golf, practice their swing, or compete in games with friends. Operations are designed to prioritize customer service, speed, and flexibility.

Staff will assist with bookings, walk-in reservations, food and drink service, simulator setup, and basic swing tech support. Our Vice President of Operations will ensure consistent execution of daily activities, including managing leagues, cleaning schedules, staffing, customer service procedures, and technical maintenance of simulators.

The business operates across multiple revenue streams, including:

- Simulator Room Rentals (flat hourly rate)
- Memberships & Season Passes
- Leagues & Events (weekly competitions, seasonal tournaments) • Golf Lessons (partnered with local pros)
- Food & Beverage Sales
- Retail/Merchandise Sales

Special event rentals will be available for birthdays, alumni meetups, corporate outings, and student group hangouts.

## **Operating Facilities**

- Campus Links' physical space will consist of:
- 5 to 7 private golf simulator rooms with top-tier technology, offering a realistic and immersive golfing experience.
- A central bar and lounge area is designed for comfort and socialization, where guests can relax with drinks, snacks, and light meals.
- Reception area for check-ins, reservations, and customer service.
- Merchandise/retail display space, featuring Campus Links apparel, golf gear, and accessories.

The facility will be optimized for high traffic, especially during evenings and weekends. Accessibility, cleanliness, and an inviting atmosphere are key priorities. Our brand will focus on creating a vibe that's both upscale and college-friendly — a place students feel proud to hang out in.

## **Quality Control Methods**

Maintaining a high-quality customer experience is critical to the Campus Links brand. We will implement the following measures:

- Simulator Maintenance & Calibration: All simulators will undergo weekly checks and recalibrations to ensure accurate ball tracking and game physics. Malfunctioning units will be reported instantly and taken offline if needed.
- Cleanliness Protocols: Staff will follow structured cleaning schedules for all rooms and public areas, especially high-touch surfaces like
  - simulator screens, seating, and equipment.
- Staff Training: All employees will be trained on customer interaction, basic tech troubleshooting, and product/service knowledge.
- Feedback Systems: Regular customer satisfaction surveys and in-person feedback will be used to identify areas of improvement and staff performance.

## **Inventory Control & Operations**

Campus Links will manage inventory in three main categories: simulator equipment, consumables (food, beverages, cleaning supplies), and retail merchandise.

To stay efficient:

- A cloud-based POS and inventory management system will track real-time sales and usage data.
- Weekly inventory audits will be conducted to ensure stock accuracy and avoid shrinkage.
- Popular items will be auto-reordered once the minimum threshold levels are met.
- Inventory turnover rates will be reviewed monthly by the Treasurer to improve purchasing decisions.

Simulator-related items (e.g., replacement parts, hitting mats, sensors) will be ordered in bulk at discounted rates and kept in a secure storage area.

### Sources of Supply

Campus Links will develop strong relationships with suppliers and vendors across the following categories:

#### 1. Simulator Equipment & Software

- Leading golf simulator brands like TrackMan, Foresight Sports, Full Swing, or Uneekor.
- Software updates and license renewals will be managed directly with the providers.

## 2. Food & Beverages

- Local vendors and distributors for snacks, drinks, and light meals (partnerships with Oswego-based providers are preferred to support the community and ensure freshness).
- Alcohol vendors (if permitted) will be sourced based on cost, brand appeal, and customer demand.

## 3. Merchandise & Apparel

- Customized Campus Links branded gear (hats, shirts, hoodies, tumblers, etc.) produced by regional print shops or national suppliers for bulk discounts.
- Golf accessories (gloves, tees, practice balls) are sourced from wholesalers or directly from golf brands with affiliate relationships.

### **Purchasing Procedures**

Purchasing will be overseen by the Treasurer, who will maintain strict budget controls and vendor communication. The purchasing workflow includes:

1. Reviewing Inventory Reports weekly.
2. Requesting Quotes from multiple vendors (where applicable).
3. Approving Orders based on quantity needs, quality standards, and price.
4. Documenting Purchases in accounting software for full visibility and control.
5. Evaluating Vendor Performance quarterly based on delivery times, product quality, and customer satisfaction.

# **Legal Structure and Management Team**

Please refer to Appendix Image A for the breakdown

## **Legal Structure:**

The business, Campus Links, is organized as a Limited Liability Company (LLC). The ownership structure of the company is as follows: Brandon Milberg, who holds the position of President/CEO, will own 26.1% of the business. Lois Boasiako, the Vice President of Operations, will own 24.6%. Caleb Diamond, the Marketing Director, will also hold 24.6%. Diego Martens, the Treasurer, will hold the remaining 24.6%.

## **Management Team:**

The management team is led by the President, who holds 26.1% ownership. The President will oversee the overall direction, strategy, and leadership of the business, ensuring that all long-term goals and objectives are met. This includes refining the customer experience, exploring new locations for future growth, and fostering important partnerships with vendors and local businesses. The President will also be responsible for overseeing the company's expansion and maintaining the core vision of the brand.

The Vice President of Operations, will hold 24.6% ownership and will manage the day-to-day operations of the business. They will be responsible for ensuring that the business runs smoothly, from managing the golf simulators and customer service to overseeing staff, scheduling, and organizing the leagues and tournaments that will be hosted at the facility.

The Marketing Director will also hold 24.6% ownership and will lead the marketing strategies to build brand awareness, attract new customers, and keep existing customers engaged. The Marketing Director will handle all promotional activities, including social media, advertising campaigns, and community engagement efforts, ensuring that the brand resonates with both casual golfers and seasoned players alike. Their efforts will focus on making sure the business stands out in the competitive market for golf entertainment.

The Treasurer will also hold 24.6% ownership and will be responsible for the financial health of the company. They will handle all financial operations, including budgeting, forecasting, revenue management, and cost control. The Treasurer will also manage relationships with vendors and ensure the business remains profitable while maintaining its commitment to offering a high-quality customer experience.

# Critical Risks

## **1. Seasonality and Student Turnover:**

Our business will heavily rely on the local college student population as a core customer base. As a result, Campus Links will naturally experience seasonal fluctuations in traffic and revenue. During summer months, winter breaks, and other academic holidays, many students will leave town, leading to a potential dip in sales. While we aim to attract year-round residents and local alumni to help offset this, the seasonal nature of our market could cause slower months that need to be factored into our financial planning and staffing models. Without effective off-season marketing strategies, there is a risk of significant drops in revenue during school breaks.

## **2. Technology Dependence:**

The heart of our service is the golf simulator experience, which relies on high-end technology, including sensors, cameras, software, and large projection screens. If these systems malfunction, lag, or provide inaccurate readings, the customer experience could be negatively impacted. Technical downtime could result in lost bookings, customer frustration, and reputational damage. Maintaining simulator equipment will require consistent technical support and occasional software upgrades, which could bring unexpected costs. Given how much the business depends on these systems running smoothly, any technology failure represents a major operational risk.

## **3. Future Competition:**

Although Campus Links plans to be the first major indoor golf simulator lounge in our target area, there is always the risk that competitors will enter the market once they see the success of the concept. Bars, gyms, and other entertainment venues could add simulators to their facilities, potentially offering similar experiences and splitting the customer base. Additionally, golf entertainment giants like Topgolf or Drive Shack could theoretically expand into college towns in the future, increasing competition significantly. Maintaining a strong brand identity, superior customer service, community loyalty, and creative events will be critical for Campus Links to stay competitive as the market evolves.

## **4. Liability and Insurance Risks:**

Campus Links will serve alcohol on-site and provide access to physical activity through the golf simulators, both of which introduce certain liability concerns. There is always a risk of customer injury, whether through slips, trips, simulator accidents, or alcohol-related incidents. Serving alcohol also introduces additional legal and compliance risks, especially regarding age verification, over-service, and local licensing requirements. Without proper insurance coverage, employee training, and strict company policies in place, any incident could lead to legal action, fines, or reputational harm. Managing liability risk through rigorous safety protocols, staff education, and a comprehensive insurance plan will be essential to protecting the company.

## **5. High Initial Costs and Financial Pressure:**

Launching Campus Links LLC requires a significant upfront investment, particularly for purchasing premium golf simulators, leasing and renovating a suitable facility, furnishing the

lounge and bar areas, and acquiring necessary permits and licenses. High-quality golf simulator equipment alone can cost tens of thousands of dollars per unit, and building an attractive, upscale environment that fits our brand vision will add to the expenses. These startup costs will put immediate pressure on the company's finances, especially in the early months when customer awareness is still building and revenue streams are ramping up. If initial sales are slower than projected or unexpected expenses occur, it could strain cash flow and impact the business's ability to meet fixed costs such as rent, utilities, loan repayments, and salaries.

## **Offering**

Campus Links LLC is seeking to raise approximately **\$700,000** in startup capital to successfully launch its first location in Oswego, New York. This funding will allow the company to create a premium, indoor golf simulator lounge tailored to college students and the local community, while keeping the initial concept focused, lean, and cost-effective.

The capital raised will be allocated as follows:

- **Golf Simulators:** Roughly 50% of the funding will be used to purchase and install five state-of-the-art golf simulators, the heart of the customer experience and main revenue driver.
- **Facility Lease and Renovations:** About 20% of the capital will cover securing the facility and completing light renovations to create inviting simulator rooms and a comfortable lounge environment.
- **Furniture, Fixtures, and Equipment:** Approximately 5–7% will be dedicated to furnishing the reception area, simulator rooms, and bar/lounge seating.
- **Liquor License and Initial Beverage Inventory:** Around 7–10% will be used to obtain the necessary permits to serve alcohol and to stock a simple selection of canned beverages such as beer and seltzers, minimizing overhead and complexity.
- **Marketing and Working Capital:** The remaining 13–15% will support pre-opening marketing efforts to drive awareness and provide operating cash flow to cover initial expenses as the business ramps up.

Starting in Oswego offers an ideal launch environment: a strong student market, a local community eager for new entertainment options, lower real estate costs compared to major cities, and minimal direct competition in indoor golf. Campus Links LLC is positioned to build a loyal customer base quickly and use the first location as a foundation for refining the model before future expansion.

## **Exit Strategy**

The long-term goal for Campus Links is to grow into a profitable business with multiple locations in college towns throughout the Northeast and Midwest. Once the business model proves successful and begins generating steady revenue, there are several possible ways to exit, depending on performance and market conditions.

One option is to sell the business to a larger company in the golf, entertainment, or fitness industry. As golf simulator popularity continues to grow, national brands may look to acquire smaller regional chains to expand quickly. With strong branding, consistent income, and a clear focus on the college market, Campus Links could become a valuable acquisition target.

Another option is to expand through franchising. After opening two or three successful locations, Campus Links could offer franchise opportunities to entrepreneurs in other cold-weather college towns. This approach allows for brand growth while limiting the need for large amounts of capital from the original owner.

A third possibility is to sell the business to a local buyer or investor. This could be a golf instructor, a local entrepreneur, or even a university partner who wants to continue the business in the same town. This would allow the founder to step away while still seeing the business continue to grow in the community.

The best exit will depend on how the business develops over time. Campus Links is being built with the future in mind, with a focus on long-term value, strong operations, and the ability to scale.

# **Financial Plan**

## **Employee Wages and Benefits**

Campus Links LLC will operate in Oswego, New York, with a team of eight employees. The staffing model includes six part-time employees working 20 hours per week and two full-time employees working 40 hours per week. The average wage across all roles is projected at \$16.50 per hour. Based on this structure, the weekly payroll will be approximately \$3,960, resulting in an annual payroll cost of \$205,920. An additional 15 percent of payroll, or \$30,888, is allocated for fringe benefits, bringing total employee compensation to \$236,808 per year.

## **Facility Lease and Renovations**

The company plans to allocate \$140,000 to secure a commercial lease and complete renovations. Monthly rent is estimated at \$4,000, totaling \$48,000 annually. The remaining \$92,000 is budgeted for facility build-out, including the construction of simulator rooms, installation of a bar, and furnishings for the lounge and reception area.

## **Golf Simulators**

Campus Links will purchase five golf simulators at an estimated cost of \$70,000 per unit. This brings the total investment in simulation technology to \$350,000. This cost includes software, calibration, installation, shipping, and one year of technical support.

## **Furniture, Fixtures, and Equipment**

Furniture, fixtures, and equipment are budgeted at \$45,000. This includes items for the simulator bays, lounge, snack bar, and reception area. The budget covers seating, televisions, bar tools, cleaning equipment, and general decor.

## **Liquor License and Beverage Inventory**

The initial bar setup is projected to cost \$50,000. This includes \$20,000 for a New York State liquor license and \$30,000 for the initial purchase of alcoholic and non-alcoholic beverage inventory.

## **Utilities and Variable Costs**

Utility expenses are projected at \$2,000 per month, totaling \$24,000 annually. This includes costs for electricity, gas, water, and internet. The estimate considers the energy consumption of simulators and heating requirements during colder months.

## **Insurance and Legal**

Insurance costs are projected at \$10,000 annually and will include liability, property, and coverage for alcohol service. Legal and administrative startup expenses are estimated at \$5,000. These costs include business formation, permits, and compliance with local regulations.

## **Marketing and Promotions**

The Year 1 marketing budget is \$75,000. This includes \$30,000 for digital advertising, \$15,000 for campus marketing and ambassador programs, \$10,000 for print materials and branded merchandise, and \$20,000 for a launch event and opening promotions. These efforts are intended to establish early awareness and promote customer engagement.

## **Working Capital**

Working capital of \$60,000 is allocated to support initial operations. These funds will be used for payroll, supply purchases, and other short-term operating needs during the launch period.

## **Break-Even Analysis**

Campus Links projects break-even within 18 to 24 months after launch. Fixed annual costs, including payroll, rent, insurance, and marketing, are estimated at approximately \$520,000. The hourly simulator rental rate is expected to range from \$35 to \$45. The target utilization is 40 to 50 hours per week per simulator. Based on these assumptions, annual simulator revenue is projected between \$400,000 and \$550,000. Additional income from food and beverage sales, memberships, and events is expected to generate \$200,000 to \$250,000 annually. Total revenue in Year 1 is projected at \$600,000 and may increase to \$750,000 in Year 2. The monthly revenue required to cover fixed and variable costs is approximately \$44,000.

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year 1 Total	Year 2 Total	Year 3 Total
Sales	\$ 10,000.00	\$ 15,000.00	\$ 18,000.00	\$ 20,000.00	\$ 22,000.00	\$ 24,000.00	\$ 26,000.00	\$ 28,000.00	\$ 30,000.00	\$ 32,000.00	\$ 34,000.00	\$ 35,000.00	\$ 294,000.00	\$ 352,800.00	\$ 423,360.00
COGS	\$ 2,000.00	\$ 2,400.00	\$ 3,000.00	\$ 3,600.00	\$ 4,000.00	\$ 4,400.00	\$ 4,800.00	\$ 5,200.00	\$ 5,600.00	\$ 6,000.00	\$ 6,400.00	\$ 7,000.00	\$ 54,400.00	\$ 65,280.00	\$ 78,336.00
Gross Profit	\$ 8,000.00	\$ 12,600.00	\$ 12,000.00	\$ 14,400.00	\$ 16,000.00	\$ 17,600.00	\$ 19,200.00	\$ 20,800.00	\$ 22,400.00	\$ 24,000.00	\$ 25,600.00	\$ 28,000.00	\$ 220,600.00	\$ 264,720.00	\$ 317,664.00
Salaries & Wages	\$ 2,500.00	\$ 2,750.00	\$ 3,000.00	\$ 3,250.00	\$ 3,500.00	\$ 4,000.00	\$ 4,250.00	\$ 4,500.00	\$ 4,750.00	\$ 5,000.00	\$ 5,250.00	\$ 5,500.00	\$ 48,250.00	\$ 57,900.00	\$ 69,480.00
Rent	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00	\$ 14,400.00	\$ 17,280.00
Depreciation	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 2,291.67	\$ 27,500.04	\$ (27,500.00)	\$ (27,500.00)
Marketing	\$ 1,208.34	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,708.34	\$ 8,050.01	\$ 9,660.01
Utilities	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,600.00	\$ 4,320.00	\$ 5,184.00
Other Admin Expenses	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 700.00	\$ 10,080.00	\$ 12,096.00	
Total Operating Expenses	\$ 8,000.01	\$ 7,541.67	\$ 7,791.67	\$ 8,041.67	\$ 8,291.67	\$ 8,791.67	\$ 9,041.67	\$ 9,291.67	\$ 9,541.67	\$ 9,791.67	\$ 10,041.67	\$ 10,291.67	\$ 106,458.38	\$ 93,000.00	\$ 93,000.00
Net Income	\$ (0.01)	\$ 5,058.33	\$ 4,208.33	\$ 6,358.33	\$ 7,708.33	\$ 8,808.33	\$ 10,158.33	\$ 11,508.33	\$ 12,858.33	\$ 14,208.33	\$ 15,558.33	\$ 17,708.33	\$ 133,141.62	\$ 352,800.00	\$ 423,360.00

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year 1 Total	Year 2 Total	Year 3 Total
Net Income	\$ 0.01	\$ 5,058.33	\$ 4,208.33	\$ 6,358.33	\$ 7,708.33	\$ 8,808.33	\$ 10,158.33	\$ 11,508.33	\$ 12,858.33	\$ 14,208.33	\$ 15,558.33	\$ 17,708.33	\$ 133,141.62	\$ 352,800.00	\$ 423,360.00
Changes in A/R	\$ (1,000.00)	\$ (200.00)	\$ (300.00)	\$ (200.00)	\$ (200.00)	\$ (200.00)	\$ (200.00)	\$ (200.00)	\$ (200.00)	\$ (200.00)	\$ (300.00)	\$ (300.00)	\$ (3,000.00)	\$ (1,500.00)	\$ (1,000.00)
Changes in A/P	\$ 250.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 250.00	\$ 550.00	\$ 200.00
Sales	\$ 10,000.00	\$ 15,000.00	\$ 18,000.00	\$ 20,000.00	\$ 22,000.00	\$ 24,000.00	\$ 26,000.00	\$ 28,000.00	\$ 30,000.00	\$ 32,000.00	\$ 34,000.00	\$ 35,000.00	\$ 294,000.00	\$ 423,360.00	
\$ (137,500.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (137,500.00)	-	\$ -
Net Cash from Ops	\$ (135,750.00)	\$ 3,875.00	\$ 5,675.00	\$ 7,575.00	\$ 8,775.00	\$ 9,875.00	\$ 10,975.00	\$ 12,075.00	\$ 13,175.00	\$ 14,275.00	\$ 15,275.00	\$ 17,175.00	\$ (16,450.00)	\$ 351,000.00	\$ 422,160.00
Net Cash from Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (10,000.00)	\$ (10,000.00)	\$ -
Net Change in Cash	\$ 9,129.00	\$ 13,326.00	\$ 19,483.00	\$ 25,739.00	\$ 29,462.00	\$ 33,086.00	\$ 36,709.00	\$ 40,333.00	\$ 43,956.00	\$ 47,579.00	\$ 51,103.00	\$ 42,270.00	\$ 425,800.00	\$ 530,700.00	\$ 637,480.00
Beginning Cash Balance	\$ -	\$ 9,129.00	\$ 22,455.00	\$ 41,938.00	\$ 67,677.00	\$ 97,139.00	\$ 130,225.00	\$ 166,934.00	\$ 207,267.00	\$ 251,223.00	\$ 298,802.00	\$ 349,905.00	-	\$ 392,175.00	\$ 520,700.00
Ending Cash Balance	\$ 9,129.00	\$ 22,455.00	\$ 41,938.00	\$ 67,677.00	\$ 97,139.00	\$ 130,225.00	\$ 166,934.00	\$ 207,267.00	\$ 251,223.00	\$ 298,802.00	\$ 349,905.00	\$ 392,175.00	\$ 392,875.00	\$ 1,158,180.00	

Category	Year 1 Total				Year 2 Total				Year 3 Total			
<b>Cash</b>	\$ 392,175.00				\$ 922,875.00				\$ 1,158,180.00			
<b>Accounts Receivable</b>	\$ 3,200.00				\$ 3,500.00				\$ 4,500.00			
<b>Equipment (Net)</b>	\$ 137,500.00				\$ 30,000.00				\$ 30,000.00			
<b>Other Assets</b>	\$ 5,000.00				\$ 5,000.00				\$ 5,000.00			
<b>Total Assets</b>	\$ 162,800.00				\$ 283,700.00				\$ 419,800.00			
<b>Accounts Payable</b>	\$ 525.00				\$ 6,340.00				\$ 7,010.00			
<b>Loan Payable</b>	\$ 20,000.00				\$ 10,000.00				-			
<b>Total Liabilities</b>	\$ 20,525.00				\$ 16,340.00				\$ 7,010.00			
<b>Owner's Equity</b>	\$ 142,275.00				\$ 267,360.00				\$ 412,790.00			

# Appendix

Image A)

Campus Links Ownership Structure

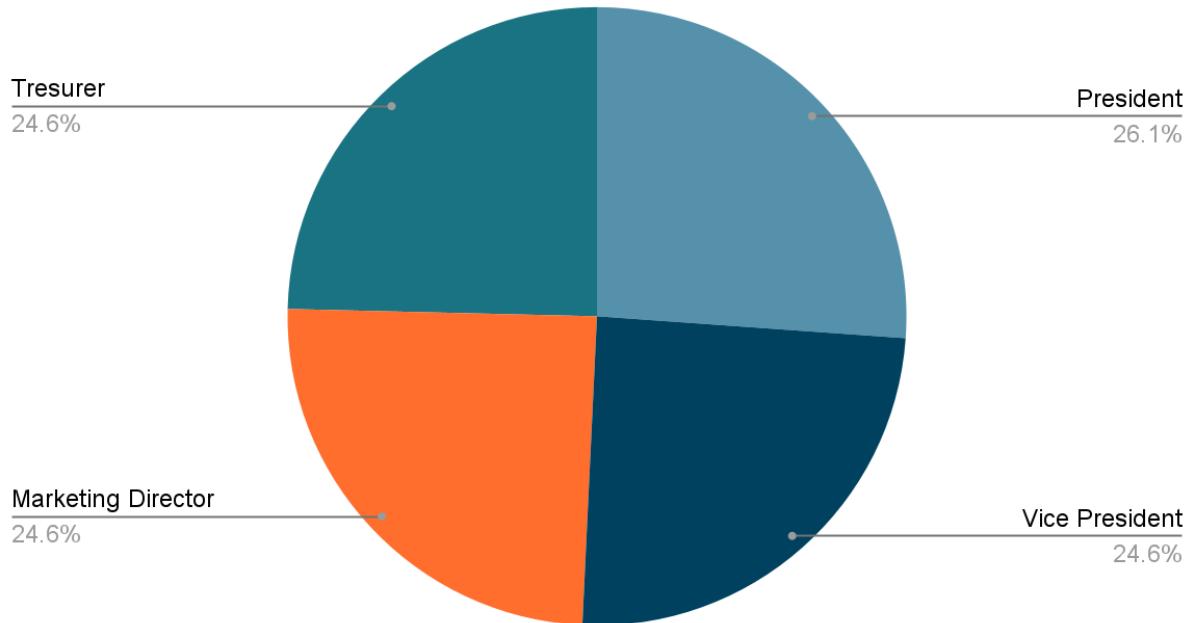
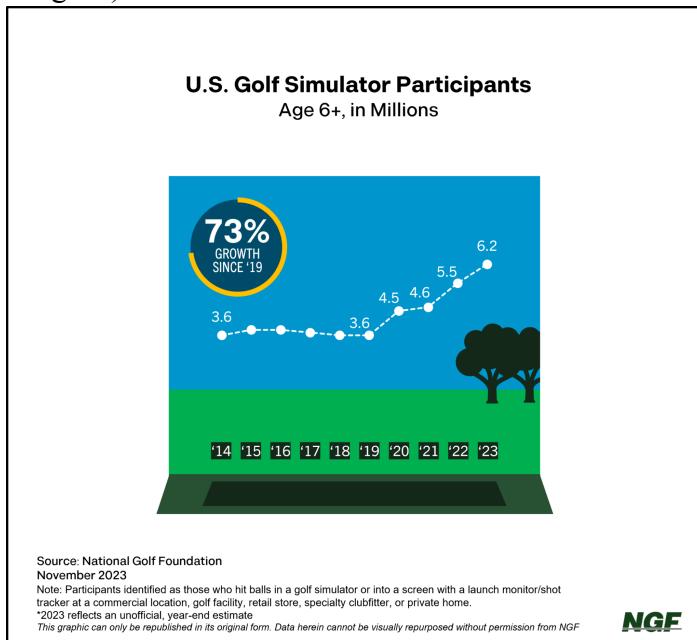


Image B)



Rendering Image C)

