



Business Plan

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EXECUTIVE SUMMARY

EduLíne is an online educational platform that provides an innovative, affordable and quality learning experience to Irish Leaving Certificate students, and acts as a tool to connect teachers with students and parents.

In Ireland, students and parents generally reach for grind teachers through word-of-mouth, often making it a complex task for them to find their ideal teacher. Thus, EduLíne acts as a moderator between expert tutors and candidates; this characterizes EduLíne's salient value proposition.

Students can avail EduLíne's affordable monthly subscription plan that provides them access to the academic content, which includes online sessions, recorded videos, live interaction with teachers, quizzes and facility to book a lecture on any selected topic from the curriculum. Parents remain an integral part of our customer segment, as they are the direct buyer and final decision makers for our student audiences.

Our human capital, the teaching staff, is a vital asset to our organization, along with whom we aspire to build a long-term partnership and collectively impart the highest level of quality education. EduLíne facilitates the teachers in marketing their service and rewards them with a satisfactory payment scheme, that comprises a fixed aggregate per video or a live session, and with incentives based on their views.

We aim to develop our client base through digital marketing strategies that will include the website, direct mail advertisements, and various social platforms.

EduLíne is committed to a feedback-driven improvement, through a smartly designed cyclic feedback mechanism.

Besides offering quality education, online grinds also facilitate the students with flexible timings, comfortable environment to study, cost benefits, an array of options to choose from and saves their time for commuting. With traditional grinds the lecture time slots are usually fixed and the students are compelled to take classes on timings that suit the teacher. Sometimes students may not be at their optimum concentration level due to tiring school activities, which leaves them with no options to recap the lecture later on or clarify their doubts again with the tutor due to lack of confidence. All these are genuine problems associated with traditional grinds that students face and leave them with a dissatisfied learning experience. Whereas our online competitors have evidently fallen short in providing personalized service to the students. EduLíne's personalized service model is designed to assist each child discretely during the learning process. This service differentiation and affordability sets EduLíne apart from competitors. Based on these aspects, we are certain that EduLíne has the potential to lead in both the spheres.

EduLíne is the best platform that can cater to students' needs in these disruptive times, when the world is facing acute crisis due to pandemic Covid-19. The students can resume their academic training, while teachers can continue to provide their services from home. EduLíne will do its best to ensure that no child's academics suffer and they do not face any barriers during their learning process.

Our market survey suggests that students have shown great interest in our platform, and of those 64% are interested in purchasing our subscription plan. Yet we have developed five possible case scenarios with 20%, 40%, 60%, 80% and 100% success rates, and have analysed each case scenario on a quarterly basis. Our projection infers a minimum requirement of 9,092 subscriptions to reach our breakeven point.

We have completed EduLíne's conceptual phase, however we require an initial capital investment of €80,000 in order to move forward and develop a finished market-ready version of EduLíne service.

Our financing strategy is to maximise our gross profit and use it for company's growth. We have also considered several risk factors that can potentially restrict our projected growth, such as inability to achieve adequate subscriptions, unavailability of qualified teachers, risk of disintermediation and financial risks, and accordingly have developed strategies to mitigate such risks at all levels.

We want to make EduLíne the "Centralized Hub of Irish Education" for all students, teachers and parents, and based on our insights and learnings we believe that with your financial support we can turn our vision into reality.

OUR TEAM

As founders of EduLíne, we are a team of ambitious and qualified professionals with ample experience in business development, marketing and general management. Our team is passionate about changing the educational landscape in Ireland by creating a more efficient and convenient service to all students, resulting in our common vision to create the centralised hub of Irish education. Our collaborative approach ensures that our efforts are synchronized and integrated during the conceptual process of our platform, EduLíne.

Each one of us has clearly defined roles and responsibilities based on our individual capabilities. We recognize each other's strengths and weaknesses, which helps us to understand when to complement each other for ideas and initiatives.

As a result we are able to create an encouraging and positive work culture, which consequently maximises our productivity.

We are committed to fostering strong professional relationships with all of our target audiences, through close engagement on every level. Our team is confident to take up this challenge with utmost integrity and passion.

Robin Weissgerber, is as our Chief Executive Officer and therefore steers our overall decision making process, while also acting as the legal representative of the company. Before teaming up to found EduLíne, he worked as an app product manager, responsible for the overall strategy, client communication, and delivery.

Amrita Chowdhury, is our Chief Operations Officer. She has an extensive background of parents over seven years on learning and development platforms Prior to EduLíne, she worked as a senior consultant with SAP, responsible for integration of content creation and delivery, business development and managing projects globally.

Matthew O'Grady, is our Chief Research Officer, who oversees all market research for EduLíne. A marketing graduate who has worked on major product and service launches globally, Matthew brings his wealth of experience working with both people and data sets to EduLíne, in a mission to understand user needs.

Pedro Martins, is our Chief Financial Officer, who is accountable for conducting all the relevant financial analysis and project valuation. Pedro has significant experience in analysing the financial viability of corporate investments, which is essential for our team.

Shainey Khanna, is EduLíne's Senior Consultant responsible for counselling students as well as parents regarding our services and packages. Shainey worked for an event management firm and has an experience of two years of customer service and management.

Matthew Colclough, is our Marketing and Sales Officer, responsible for increasing brand awareness and subscription rates. Matthew has a successful track record in both inbound and outbound sales, and thus has developed a strong understanding of how to utilize the power of social media effectively.

THE BUSINESS MODEL

Mission, Vision and Values

At Eduline, our mission is to create a new learning experience for all Irish students. Through our online platform, we offer a convenient and individualised approach to learning by providing Irish students with the highest quality of online learning content and by linking them with the best grind teachers available. By offering that as part of our monthly subscription, we want to open the door towards high quality education for all social classes in our country.

We believe that the access to quality education should be the last thing preventing students from reaching their goals. To fulfil our vision that every Irish student doing the leaving certificate is a member of our platform, we thrive for the highest level of quality in every area. This way we want to change the public perception of online grinds up to the point where we become the undisputed choice when preparing for the Leaving Certificate.

All of our actions are guided by the principle of improving the experience of our community every day. By engaging with students and teachers as much as possible we create a strong feeling of togetherness, ultimately helping us to perfect our product.

How Our Business Model Works

We provide access to our online education platform, to students, who want to prepare for the Irish Leaving Certificate, and teachers, who want to cover the syllabus of certain subjects. With our platform we facilitate the interaction of these two parties. The students sign up for a paid monthly subscription to use the content of the platform and to interact with the teachers, either through interactive online sessions or to inquire about private grind lessons.

A fixed percentage of the money earned is used to remunerate the teachers for their efforts. Their payment model is based on a fixed compensation per video and a performance-based pay-per-click model to reward and encourage the production of high-quality content.

The majority of the revenues is used to constantly improve the platform and the service around, as well as to pay for all administrative costs and salaries.

Value Proposition

We provide students who sign up on the platform with an individual learning experience, adjusted to their current level, goals and personal pace.

On the other side, we give the lecturers access to a large audience. By enabling them to market themselves through their learning content on the platform, they can grow their audience and create a passive income by monetizing their content through our compensation system, as well as through individual grinds with students.

The matchmaking between the two groups is our main value proposition, as the benefits and needs of the two groups align perfectly. The positive network effects on both sides of the market will help to strengthen that proposition.

Ultimately, we reduce costs and efforts for both sides by facilitating the transaction through our platform. The low-priced monthly subscription, paired with the low level of commitment, will increase the students willingness to choose our platform over traditional grinds.

By delivering this value proposition, we combine online learning with the opportunity of offline interaction in the best way possible. This will pave the way towards being the “Central Hub of Irish Education”.

Target Markets

Our target markets are Irish secondary school students, preparing to sit the leaving certificate in the near future. However, we have to include their parents as well because they will be making the purchase decision in most of the cases.

As lectures we target Irish and other English-speaking people, who are currently working as lecturers for secondary school content, or aspiring individuals, who have the right qualification and attitude to enter this profession e.g. university students.

Marketing Plan

Our online marketing efforts to reach the students cover the platforms with the younger Irish demographic, including Snapchat, Instagram and TikTok. To reach the parents, we will launch selective campaigns, fitting their demographics.

Our offline marketing is focused at schools in order to reach both students and parents through printed advertisements. We aim to negotiate official cooperation with schools and a potential arrangement with the educational department of Ireland. Both steps would massively improve our credibility and reach.

Key Resources and Activities

Our main activities are centred around the acquisition of teachers and students and the continuous improvement of our platform by implementing the feedback of our customers. Direct engagement with both parties by our community managers through school visits, workshops, Q&A sessions and direct counselling are part of our daily schedule.

In order to fulfil those tasks, we mainly depend on us as the management team. Additional employees will be needed if the platform hits a higher number of subscribers. The technical development and improvement will be outsourced to an IT company. During the early times of our business we will rent a small office space at a local co-working space.

FINANCIAL ANALYSIS

Sales Scenarios & NPV Analysis

The annual number of Irish students sitting the Leaving Certificate has been growing at a rate of 3%, reaching a total of 59,656 students in 2019. From our sample of 166 students, 70.1% are either participating in grinds or planning to do it for the upcoming exams. Moreover, our market research gave us clear evidence that both those who participate in grinds and those who do not, have strong incentives to join our platform.

Furthermore, 64% of our students demonstrated reasonable interest in paying for our service and 30% of them were really enthusiastic about the idea, but we intend to validate these numbers through our minimum valuable product.

To support our analysis of Edulíne's profitability and risk level, we developed five different scenarios (Appendix 1). Our research underlines that in a best-case scenario we could reach 30% of the entire market within one year which is 17,991 students. So, having in mind that 30% is our realistic best-case scenario, we have assessed five scenarios with different success rates, listed in Appendix 2 to 6. The attached tables list the quarterly analysis of each scenario's first year and respective Net Present Value. To calculate each scenario's NPV we have performed an exhaustive analysis of our capital spending and operational cost, which can also be found in the attached tables. As our plan is to fully finance our project through equity, the discount rate used to compute the NPV is equal to the estimated cost of equity, which is 10% annually, hence 2.4114% quarterly.

To reach our breakeven point we need to sell 9,092 subscriptions priced at €20 each. For instance, assuming that each student uses Edulíne for six months, we need 1,516 students to cover our costs ($9,092 / 6 = 1,515.33$) (Appendix 7).

Network Effect Analysis

It is of extreme importance to evaluate the same-side network effects of our platform. Students that are satisfied with our platform will recommend it to their closest friends.

Therefore, we have conducted an exhaustive analysis regarding network effects. We concluded from our surveys that on average each student has 8.2 close friends, assuming that each student recommends the Edulíne's website to his network of closest friends and the rate of enthusiasm in joining us is 30%, as shown by our survey, we believe that, in the best case scenario, each student will attract on average 2.47 students.

We are also aware that the growth rate resulting from network effects can face different scenarios. So, we have assessed what will change in our plan if we face growth rates lower than 2.47.

The formula behind our "network effects" graphs (Appendix 8) is a logistic equation that grows according to its growth rate ("k" is basically the strength of the same-side network effects), always limited by the total capacity of the market, the 59 656 students.

Edulíne can reach its target market either through word-of-mouth (network effects) or through marketing campaigns therefore, if the network effects are lower than predicted.

We have developed a contingency plan that requires up to €12,000 extra for marketing campaigns, in order to reach the critical mass frontier. The €12,000 represents converting a 0.49 exponential growth into a 2.47 exponential growth (Appendix 8) resorting to marketing initiatives.

Funding Plan

Our funding plan is to leverage our gross margin and use it efficiently to finance our business. We aim to minimise the initial capital needs and to manage our resources carefully, which will allow us to grow without high dependency on external sources of capital. Although our plan to self-sustain our business organically through bootstrapping strategies, we still need an initial investment of €80,000 for the website development and early marketing campaigns to support our initial growth. As a result of our careful analysis of our business model and strategy, we decided to charge a monthly subscription of €20, however, we will also test our pricing strategy resorting to our minimum viable product.

EXTERNAL ANALYSIS

The Economy

Mandatory education is not heavily influenced by the economy. Ireland has free education until third level which leaves tutoring, books, exam papers and study material as the only expenses for parents/guardians to spend on education. Tutoring separates itself as the most expensive and differentiated activity of these spending options. Whilst education is integral to our society and usually not a victim of economic downslide, a lot of families will be negatively affected financially by Covid-19 and will be forced to search for cost savings.

Market Analysis and Key Trends

There is no true centralised hub for grind teachers in Ireland, with all grind teachers having to advertise their services on a range of websites available. Interviews with grinds teachers confirmed that most of their bookings came through word-of-mouth rather than any specific medium. This makes it difficult for students to ensure teachers' credentials and quality as well as failing to create a pattern for teachers to work regularly.

Additionally, the Covid-19 pandemic has abruptly and drastically changed the way students learn. Schools will be hyper-aware that they were not prepared for such a difficult situation and will be eager for students to have a go-to solution for the next time a situation like this arises or even if this pandemic drags into the next academic year. For Edulíne, this presents an opportunity to cooperate with schools and the Department of Education right away.

Competitor Analysis

There are two online platforms in Ireland who deliver grinds but lack the scope of Edulíne, Online-grinds.ie and Studentgrinds.ie. Both platforms offer online grinds for individual subjects being assessed during the Leaving Certificate, but fail to expand into a personalised, highly integrative platform. We have observed that these competitors fail to offer any level of personalisation or offer any control to the user, thus leaving many overwhelmed and unsatisfied with their usage. These platforms also do not show teachers but rather use the recorded-scribbles-on-a-board style of video, failing to build up trust and connection. Neither platform has done any online marketing or adding any social media content since 2015, a probable sign of their failure to capitalise on the market.

By far the largest proportion of grinds availed of in Ireland, is private one-to-one tuition. 70.1% of 166 Leaving Certificate students surveyed received private grinds. Whilst this type of grinds is very popular, our research has shown a litany of issues affecting students' use of private

tuition. 53% of those surveyed said that it was too expensive, 48% said that it was inconvenient and 40% said that it does not suit their learning style. These are major inhibitors to students' ability to learn, which are addressed by Edulíne's approach.

Competitive Advantage of Our Business Model

Our business model provides an all-in-one solution (biggest network of grind teachers to book and highest level of quality content) to combat the issues of cost, quality and randomness that is usually involved with grinds. The teacher network will be used as a key asset that will help us continuously improve the platform as we receive feedback from them and the student base. This model is geared towards becoming a central hub of Irish education as the functionality of the platform should fulfil both sides of the platform (students and teachers). The personalisation awarded to students sets apart the platform from competitors who have failed to cater to specific student needs.

Cost also provides a competitive advantage in light of families' search of cost savings. At €20 a month, Edulíne provides a significantly cheaper learning solution to traditional face-to-face grinds, which averages between 40-50 euro per hour.

Edulíne's communitarian values of providing equal access to quality education for all provides an opportunity to align with like-minded organisations who can advance our goals. Grant providers, schools, community centres and (N)GOs share similar values in Ireland which will make future partnerships and co-ordinated advertising a significant possibility to help grow the business in the future.

IMPLEMENTATION ROADMAP

Projects

A Gantt chart visualising the implementation roadmap can be found in Appendix 9.

PHASE 1 – Pre-Website Launch

1.1 Acquisition of start-up capital

Our fundraising goal is to raise approximately €80,000. We will achieve this through investments of personal savings, bank loans and through government grants.

1.2 Development of Website 1.0

The objective for website 1.0 is to develop a theme that is consistent with our brand image, provide a level of functionality that will enhance the user experience without compromising

their ability to navigate easily and provide feedback mechanisms that will lay the foundations for website 2.0.

1.3 Talent Acquisition

The acquisition of teacher's is an essential project as it will be a key differentiator between us and our competitors. The initial step is to develop a job description for suitable candidates and an indication of what they can expect from their remuneration package. The second step is to advertise the job description through recruitment websites such as LinkedIn, Irish jobs.ie and Indeed. Once the application process has closed suitable candidates will then be shortlisted and interviewed. Suitable vendors will then be approved to post their content on the website.

1.4 Development of content

The content will be recorded and edited by the teachers. As content delivery is their area of expertise they will be given the freedom to plan and deliver their lessons. EduLíne's role in this process is to ensure that the teachers have the resources they require to provide high quality content. EduLíne will fulfil this commitment by providing online tutorials covering all the steps from recording, editing and uploading content, to providing teachers with suitable recording equipment.

1.5 Marketing Launching

The Launch of the marketing campaign will begin in phase one and expand into phase two. The campaign will take place in two domains, online and offline. For more information regarding the marketing plan please view the section above title Marketing plan.

PHASE 2 - Post-Website Launch

2.1 Collection of customer feedback

We will start gathering data through surveys and speaking with students with the goal of making our service better match the needs of our customers.

2.2. Customer Support

Throughout the academic school year we will provide customer support for students or parents with any questions on queries they may have.

PHASE 3 - Review and Expansion

3.1 Analysing and implementation of customer feedback

After analysing feedback from customers, we will implement changes based on their suggestions. Suggestions may cause changes to three different areas which include the website, the content and/or the offering.

3.2 Exploring Growth Strategies

Depending on the financial situation of the company, we will analyse potential avenues of growth which include ; Increase the number of leaving certificate subjects we cover, Expanding our domain to cover junior certificate subjects, review our export potential for different geographical markets

3.3 Strategic planning

The objective of this project is to develop the strategic direction of the company for the next three years by developing new phases and potential projects.

Milestones

Along the way of our implementation roadmap, we pinpointed a few important milestones:

- Securing funding
- Website 1.0 going live
- Completion of first academic year
- Reaching 1,000 subscribers
- First academic year completed
- Completion of first strategic cycle

RISK ANALYSIS

For EduLíne to survive competition and meet the growing demands of the market, we have highlighted below the key risk factors and the measures that we will take to mitigate them:

Limited students for the platform: One of the major risks is not having enough students on our platform, however, the outbreak of Covid-19 has presented us with an opportunity to understand the future needs of education. Students need such a platform to develop their skills. With an integrated team-based approach we would be continuously communicating with schools, teachers and parents to increase our visibility and presence.

Limited teachers for the platform: High quality content is one of the critical success factors for EduLíne and requires that we have competent teachers on our platform.

To countermeasure the outlined risk we would target individuals who demonstrate the capabilities of providing high-quality content for the students. Furthermore, to reduce complacency among teachers which would reduce the quality of the platform, we will maintain quality checks on an ongoing basis, reviews and feedback model will be extensively used to ease the concerns of both teachers and students.

Risk of disintermediation and risk of multi-homing: Of the risks that appear due to networking effects, risks due to encroachment of students and teachers registering on multiple platforms are the most visible. Such risks cannot be diminished but can be prevented by establishing an agile countermeasure approach .

Teachers would be incentivised and hired on an ongoing basis so that we can increase the high quality of our content and foster healthy competition among the teachers. They would be strongly supported both technically and pedagogically and their concerns would be immediately reviewed and addressed. Operational activities helping to mitigate the risks include a pay-per-click model and exercises of sharing best practices amongst teachers in the platform.

Business Model: Our platform provides online and facilitates traditional grinds specifically for Irish Leaving Certificate students, thereby giving us a competitive edge over the online platforms present in Ireland. The demand for high quality educational content is increasing mainly due to growing competition for college places. EduLíne will have a first mover advantage, by providing content and a wholesome approach to the learning needs of the Leaving Certificate Irish students.

Financial risks: We would be relentlessly working on areas that need specific attention, maintain financial logs on a monthly basis to highlight areas that could be pain-points in our model.

The risks would be ongoing, as our model is dependent on outside sources. However, continuous management and an agile approach will help us minimize these limiting factors to a great extent.

APPENDIX

Appendix 1- Sales Scenario Overview

Scenario	Success rate	Number of students at the end of the first year
1	20%	3 598
2	40%	7 196
3	60%	10 795
4	80%	14 393
5	100%	17 991

Appendix 2 - Sales Scenario 1

Scenario 1	-	1st quarter	2nd quarter	3rd quarter	4th quarter
Sales		64,665.22 €	96,648.84 €	144,451.66 €	215,897.90 €
Payment to Teachers (Initial)	- 3,150.00 €				
Payment to Teachers (PPC)		- 6,466.52 €	- 9,664.88 €	- 14,445.17 €	- 21,589.79 €
Wages		- 26,250.00 €	- 26,250.00 €	- 26,250.00 €	- 26,250.00 €
Other costs		- 3,750.00 €	- 3,750.00 €	- 3,750.00 €	- 3,750.00 €
Marketing Expenses	- 26,536.29 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €
Website/Mobile costs	- 18,000.00 €				
EBIT	- 47,686.29 €	26,198.69 €	54,983.95 €	98,006.49 €	162,308.11 €
NPV	269,118.77 €				

Appendix 3 - Sales Scenario 2

Scenario 2	-	1st quarter	2nd quarter	3rd quarter	4th quarter
Sales		54,857.87 €	109,123.62 €	217,069.39 €	431,795.81 €
Payment to Teachers (Initial)	- 3,150.00 €				
Payment to Teachers (PPC)		- 5,485.79 €	- 10,912.36 €	- 21,706.94 €	- 43,179.58 €
Wages		- 26,250.00 €	- 26,250.00 €	- 26,250.00 €	- 26,250.00 €
Other costs		- 3,750.00 €	- 3,750.00 €	- 3,750.00 €	- 3,750.00 €
Marketing Expenses	- 21,274.19 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €
Website/Mobile costs	- 18,000.00 €				
EBIT	- 42,424.19 €	17,372.08 €	66,211.25 €	163,362.45 €	356,616.23 €
NPV	513,957.85 €				

Appendix 4 - Sales Scenario 3

Scenario 3	-	1st quarter	2nd quarter	3rd quarter	4th quarter
Sales		42,268.30 €	104,986.42 €	260,766.26 €	647,693.71 €
Payment to Teachers (Initial)	- 3,150.00 €				
Payment to Teachers (PPC)		- 4,226.83 €	- 10,498.64 €	- 26,076.63 €	- 64,769.37 €
Wages		- 26,250.00 €	- 26,250.00 €	- 26,250.00 €	- 26,250.00 €
Other costs		- 3,750.00 €	- 3,750.00 €	- 3,750.00 €	- 3,750.00 €
Marketing Expenses	- 17,725.81 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €
Website/Mobile costs	- 18,000.00 €				
EBIT	- 38,875.81 €	6,041.47 €	62,487.77 €	202,689.63 €	550,924.34 €
NPV	716,150.05 €				

Appendix 5 - Sales Scenario 4

Scenario 4	-	1st quarter	2nd quarter	3rd quarter	4th quarter
Sales		32,685.40 €	97,350.61 €	289,950.29 €	863,591.62 €
Payment to Teachers (Initial)	- 3,150.00 €				
Payment to Teachers (PPC)		- 3,268.54 €	- 9,735.06 €	- 28,995.03 €	- 86,359.16 €
Wages		- 26,250.00 €	- 26,250.00 €	- 26,250.00 €	- 26,250.00 €
Other costs		- 3,750.00 €	- 3,750.00 €	- 3,750.00 €	- 3,750.00 €
Marketing Expenses	- 15,689.52 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €
Website/Mobile costs	- 18,000.00 €				
EBIT	- 36,839.52 €	- 2,583.14 €	55,615.55 €	228,955.26 €	745,232.46 €
NPV	904,309.76 €				

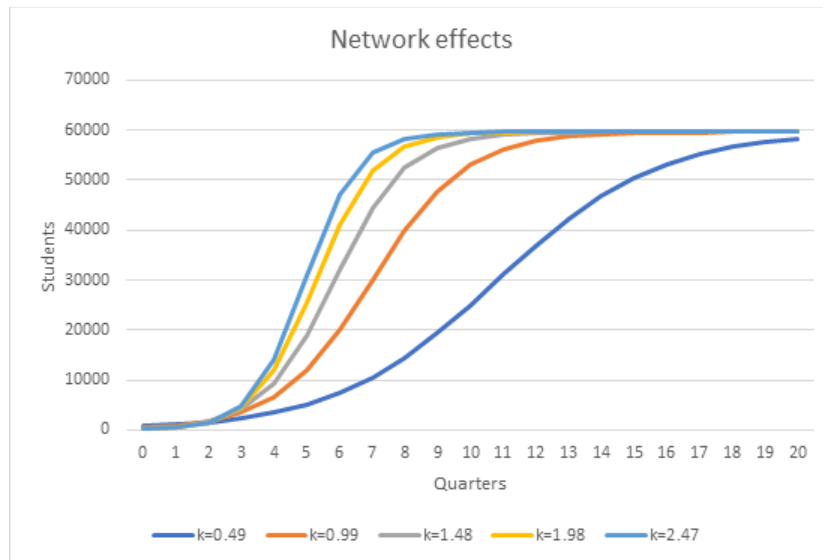
Appendix 6 - Sales Scenario 5

Scenario 5	-	1st quarter	2nd quarter	3rd quarter	4th quarter
Sales		25,769.03 €	89,496.26 €	310,821.94 €	1,079,489.52 €
Payment to Teachers (Initial)	- 3,150.00 €				
Payment to Teachers (PPC)		- 2,576.90 €	- 8,949.63 €	- 31,082.19 €	- 107,948.95 €
Wages		- 26,250.00 €	- 26,250.00 €	- 26,250.00 €	- 26,250.00 €
Other costs		- 3,750.00 €	- 3,750.00 €	- 3,750.00 €	- 3,750.00 €
Marketing Expenses	- 14,500.00 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €	- 2,000.00 €
Website/Mobile costs	- 18,000.00 €				
EBIT	- 35,650.00 €	- 8,807.87 €	48,546.64 €	247,739.74 €	939,540.57 €
NPV	1,086,813.50 €				

Appendix 7 – Breakeven Analysis

Price	20,00 €
Gross Profit Margin	90%
Total Overhead Expenses	163 650,00 €
Breakeven Point	9092

Appendix 8 – Network Effect Analysis



Appendix 9 – Project Roadmap

