



**PARKING LOT**

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# BUSINESS PLAN



## CONTACT

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## EXECUTIVE SUMMARY

Mission Statement: To provide an exceptional soccer experience for the competitive soccer enthusiast and a fun, safe atmosphere for recreational players, families and children alike.

Historical Overview: United Football Association (UFA) opened its doors on October 1<sup>st</sup> 2013 with 62 teams. At the start of the 2018 indoor soccer season UFA has 98 teams on the league roster, a 58% increase over their inaugural year. No available prime time slots have limited the number of teams.

Key Principal: Laura Calderon Portillo. UFA also has hired and trained key employees including: kitchen employees, cashiers, managers and referees.

Company Vision: To continue to find and create opportunities to expand soccer to players of all skill levels through innovative soccer venues and appealing ancillary services. In order to keep up with demand for this increasingly popular sport, UFA has maximized the use of its current facility by finding novel new ways to fill off peak soccer times, and this year create additional revenue during the shoulder season by offering Karaoke and other music related events. This additional revenue will be used for capital improvements for the building and the parking lot, which will make the experience for the players and fans even better. UFA will continue to run both indoor and outdoor summer soccer leagues to make UFA a year-round enterprise.

Facility Overview: In October 2013, UFA leased the indoor soccer facility located at 5018 Blazing Star Dr in Madison Wisconsin for a period of three years with one 1-year option. Constructed in 2004, the building was designed as an indoor soccer facility. The original owners of the building ran organized soccer leagues from the opening of the indoor soccer facility through the 2012-13 season at which time they entered into the lease agreement with Ms. Calderon Portillo and her husband, Mr. Sobrevilla. Sadly, Ignacio "Nacho" Sobrevilla just passed away this January. The facility consists of a 16,500 square foot pre-engineered steel building that was built by Bachman Construction. There are 55 on-site parking stalls. The interior includes a turf soccer field of approximately 11,000 square feet, men's and women's locker rooms, viewing area with metal bleachers, kitchen, eating area, and an office additional that will be constructed this year.

Food & Beverage: Since the building was purchased, UFA has enlarged the kitchen and expanded the eating area. UFA makes the best steak tacos (on the planet, in this consultant's judgement). Tacos and snack foods, soda and non-alcohol drinks are available. The current liquor license is Class B Beer and was under Mr. Sobrevilla name, now has been transferred to Laura. A new liquor license application for a new limited liability company has been submitted with this business plan. Beer is sold and consumes in the building, never outside.



Additional Land: In April of 2014 Ms. Calderon Portillo and her husband purchased a two-acre vacant parcel of land contiguous to 5018 Blazing Star Drive for future expansion. UFA uses this parcel during the summer months as an outdoor soccer field for young children with longer range plans of possibly constructing another indoor soccer facility.

City Fields: UFA has been renting City Fields every year during the summer, mainly to keep the teams together until the winter / indoor season.

## THE MARKET

Business Industry and Outlook: Soccer has become one of the most popular recreational activities for children and adults in the United States. The number of people six years and older that recent participated in indoor soccer amounted to approximately 4.8 million players annually. Approximately 17 million participants played indoor and outdoor soccer every year, surpassed only by basketball at 23.67 million and football (touch, flag, tackle) at 18.92 million.

One of the big drivers of soccer's popularity in the United States is the Hispanic population. According to PrimeTime Sports and Entertainment, "Hispanics have played a crucial role in the growth of 'the beautiful game' in the United States. They are avid followers of the game and, as players, are becoming an essential part of the American game. Indeed, the turn of the 21<sup>st</sup> century marked a turning point for Hispanics as players in the U.S." Additionally, "Independent soccer leagues – in other words, leagues that do not fall under U.S. Soccer's purview – have traditionally been the primary alternative available to young US Hispanic players. Participation rates across the U.S. are staggering, and some of the nation's top undiscovered talent resides in large US Hispanic markets and are confined to these unaffiliated leagues."

Youth soccer has been popular for many years and there are leagues and programs in virtually every community in the state. One such organization, the Madison Area Youth Soccer Association boasts 39 youth soccer clubs in Madison and surrounding communities. The Wisconsin Interscholastic Athletic Association (WIAA), whose mission is to promote athletics through its member schools, first introduced a tournament program for boys soccer in 1982 – 36 years ago. Currently, the Association sponsors a State Tournaments for 25 sports, including a tournament for soccer. Due to soccer's rapid growth in Wisconsin schools, the WIAA increased the two-division format that was instituted in 1992 to the four-division format in 2013.

Critical Needs of Existing Market: The U.S. Census estimates that Hispanics make up 6.2% of the residents in Dane County or 31,612 people. Since the 2010 Census, Hispanics have accounted for over 12 percent of Dane County's population growth and that number is expected to continue to increase over time.



Target Market: UFA's market is targeted exclusively towards the Hispanic soccer enthusiast, and it is anticipated that the Latino population will continue to be the focal point of UFA's marketing efforts as the business continues to grow.

Customer Profile: The average customer is a middle class wage earner and typically plays soccer several times per week, competing in both indoor and outdoor venues depending on the season. Players who participate in soccer leagues at UFA are almost exclusively competitive soccer players. Other facilities within the greater Madison market typically are geared more towards recreational soccer. Competitive soccer players want to play against other soccer players of their caliber and intensity. In this way, UFA has captured and controls a very unique and profitable niche in the Madison soccer market.

Share of the Market: UFA's overall percentage of the Greater Madison market is not known, but anecdotally, it is safe to say that UFA has captured the vast majority of Latino soccer enthusiasts as they tend not to frequent the other two indoor facilities in the greater Madison area.

## MARKETING & SALES STRATEGY

The Market: The greater Madison soccer market is as diverse as any other sports related market in the area. Because soccer can be played by almost anyone of any age or skill level - with players ranging in age from the very young to senior players - soccer is a game that includes both genders and spans all ages and income levels. Various subsets exist within the soccer community that are based on age, skill level, gender, and competitive nature or some combination of these four traits.

Many enthusiasts play the game because they enjoy the comradery of playing a sport with family and friends. Other's love the game because it allows them to maintain their fitness level while having fun competing in friendly matches against other like-minded opponents. Still other players enjoy playing at a highly competitive level. They live, eat and breathe soccer. Soccer is their passion and a significant amount of their free time and discretionary income is devoted to it. To no small degree, these are the patrons of United Football Association.

Sales Strategy: Mr. Sobrevilla and Laura Calderon were well known in the local Hispanic community and also well known in the Madison soccer community as well. For all intents and purposes, everyone that plays at UFA is Latino. The Madison area Latino community, like other Hispanic communities around the country, is very close knit with strong bonds and common interests. Soccer is their passion and an important social function for many Latinos. It is safe to say that in the Madison Latino community everybody knows everybody. Because of this fact, and because soccer plays such a big part in the everyday lives of Latino people, UFA does not require the typical print and web advertising in order to be successful. To illustrate that point: in 2013-14, the first year of operation, UFA had approximately 60 teams. In just one season UFA has increased its number of teams to almost 100... all through word of mouth advertising.



UFA has a presence on Facebook and may increase its presence through print and web media, as needed. But the fact that UFA has grown so much in such a short period of time underscores how successful “word of mouth” advertising has been for its business. UFA is successful because competitive soccer players (i.e. the whole Latino community) want to play here.

Competition: The primary competitors for UFA are Keva Sports Center located in the Middleton Industrial Park and Breakaway Sports located in the Fitchburg Business Park, both of which are indoor soccer facilities.

Keva Sports Complex: offers year-round indoor soccer leagues for both men and women including over 30, 40 and 50 and coed leagues. Keva also requires an annual membership in order to participate in leagues, classes or camps. Keva also boasts an outdoor soccer field which is utilized during the warmer months.

Breakaway Sports: offers league play from the middle of August to approximately June 1<sup>st</sup>. Winter league play is broken up into early, middle and late winter leagues with 14-person team roster. Breakaway offers, youth, high school and adult leagues with over 35, 40 and 50 men’s leagues, over 30 women’s, women’s open and skilled leagues to accommodate players of all skill levels.

Shoulder Season Events: UFA runs outdoor soccer on City Fields during the summer. During that time the indoor facility is typically empty. In order to generate additional revenue during the shoulder season (May – September), UFA has applied for an Entertainment License and planning to hold Karaoke Nights and other music venues. UFA will also be opening the indoor facility for weddings, birthday parties, and other private gathering. UFA has recently purchased 1,000 square feet of dance floor and will provide food and beverage for guests. The additional revenue will be welcome and shall be utilized to improve the facility to make the experience better for players, spectators and event attendees.

## ORGANIZATION & MANAGEMENT

United Football Association was founded by Laura Calderon Portillo and her husband Ignacio Sobrevilla as a sole proprietor in 2013. At that time, Mr. Sobrevilla and Ms. Calderon Portillo were the only employees. During that time, they worked at their cleaning business and then worked at the indoor facility – a double shift. Now Ms. Calderon Portillo has formed a legal entity; Madison United Soccer, LLC and Ms. Calderon Portillo is applying for all requisite licenses and permits that cannot be transferred from individual to an entity.

Laura Calderon Portillo, Owner / Manager oversees the entire operation and is on-site every single day. Since the inception, UFA has grown with more teams, more leagues and more employees. UFA has an assistance manager, soccer / league manager, cook, two referees and general labors on the payroll.



## Biography:

Laura Calderon Portillo started a local commercial cleaning business in 2005 that specialized in cleaning of government and privately-owned buildings. Laura and Ignacio own that business together and after the indoor soccer field was purchased, they slowly decreased their cleaning business's workload to concentrate their efforts on managing and growing UFA.

Ms. Calderon Portillo has always been a strong partner with her husband Ignacio and has always been an integral part of the success of United Football Association. Laura is a smart business owner and tireless operator. When Ignacio passed, Ms. Calderon Portillo kept the business going and going strong. Laura understands the soccer business very well. She oversees the operation from league play, teams, membership, pricing, kitchen responsibilities, including the ordering and preparation of all food items, and maintenance. Laura also keeps the books for the business and, of course, cleaning the facility.