

“All in all Parmasters looks like it is in the process of revolutionizing not only franchising, but the way people play golf.” – Canadian Business Franchise Magazine, March 2005



BETTER GOLF. MORE FUN. GUARANTEED.

Parmasters GTA East Business Plan February, 2005

Table of Contents

Section 1: Executive Summary 1

- FORE! 2
- Company History 3
- Company Vision 3
- Management Team 4
- Matthew King – General Manager 4
- Strategic Objective 5
- Products & Services 5
- Customer Profile 7
- What Makes Parmasters Unique? 8
- Financial Summary 9

Section 2: Company Profile 12

- Company History 13
- Company Vision 13
- Strategic Objective 13
- Parmasters Mission Statement 14
- GTA East Management Team 14
- Matthew King – General Manager 14
- Parmasters Regional Management Team 16
- Parmasters Headquarters Management Team 20
- Trade Relationships 24
- Key Success Factors 24

Section 3: The Parmasters Concept 25

- What is a Parmasters Golf Training Center? 26
- Why Franchise Parmasters? 27
- Franchise Model 28
- Initial and Ongoing Franchise Support 29

Section 4: Products & Services 36

- Seven Revenue Streams 37
- Straight-Line Golf™ Guarantee 50

What Makes Parmasters Unique? 51

Section 5: Golf Market Analysis 55

Where’s the Opportunity in “Golf”?..... 56

Opportunities in the Golf Market Identified by the National Golf Foundation..... 67

Competition and Local Golf Courses 76

Market Share 81

Customer Profile 82

Capture Potential & Penetration..... 84

Capitalizing on Major Market Trends 85

Section 6: Marketing Plan 88

Positioning Strategy 89

Pricing Strategy..... 89

Advertising and Promotional Strategies 90

Implementation Plan 95

Section 7: Risk Assessment..... 100

Franchisee Related Risks 101

Regional Franchisor Related Risks..... 101

Market-related Risks 102

Product-related Risks..... 102

Section 8: Financial Plan 103

Financial Summary 104

Financing and Capitalization 104

Budget & Proformas..... 105

Appendices 107

Appendix 1: Resumes & Personal Financial Statement..... 108

Appendix 2: Parmasters Golf Training Center Renderings and Photos 109

Appendix 3: GTA East Area Development Map..... 110

Appendix 4: Parmasters Publicity 111

Appendix 5: Parmasters Operations & Training Manuals; Table of Contents 112

Appendix 6: Parmasters Pickering Franchise Agreement..... 113

Appendix 7: Parmasters GTA East Area Development Agreement 114

Appendix 8: List of Supporting National Golf Foundation Research 115