

ORIENTING ACADEMY

Detailed Project Report - 2026 Pro Accuracy Edition

Family Sports, Learning & Living Campus
Lingarajapuram - HRBR - Kalyan Nagar, Bengaluru
5-acre concept | Ages 4+ | 36 LA28 Olympic sports

Research convention: official data > official-derived data > provider pricing > marketplace/directory proxy > explicit assumption.

Important: This DPR is a feasibility/planning document. It is not a land valuation, construction tender, legal opinion or bank sanction.

1. Executive Summary

The proposed Orienting Academy is a multi-generational development campus designed around a practical problem faced by working families: what happens between the end of school and the time parents return home. Instead of treating sports, tuition, food, childcare, health, leadership and senior engagement as separate businesses, the campus integrates them into one managed daily ecosystem.

The revised 2026 pro case starts at age four and separates programmes by age and risk. Ages 4-6 enter through movement literacy, play, mini-sports, academics readiness and extended-day care. Older children progress through multi-sport discovery, sports specialization, leadership, academic support and federation-linked competition pathways.

The Olympic portfolio covers all 36 sports on the current LA28 Olympic programme. A 5-acre Bengaluru campus cannot physically host every Olympic sport at competition specification; the model therefore distinguishes on-site, hybrid and partner/off-site delivery. This allows the academy to offer exposure and pathway access without overbuilding.

Financially, the campus operating case can become viable, but the previously requested Rs.500 Cr land loan plus Rs.150 Cr development/operations debt is not serviceable from a single 5-acre operating campus under a 10-year debt schedule. The DPR therefore presents the Rs.650 Cr structure as a stress case and recommends a separate land/asset SPV, phased equity, long-tenure debt and institutional/CSR capital.

Sources / basis: S01-S03, S07, S17-S22

2. The Orienting Academy Story

A four-year-old enters through play. A ten-year-old begins to discover sporting strengths. A fourteen-year-old learns to train with purpose. A sixteen-year-old begins to make decisions about performance, higher education and career pathways. The parent receives a single trusted after-school solution, while grandparents have a place to walk, meet, eat and participate in the child's life.

The proposition is expressed through four verbs: MOVE, LEARN, LEAD and LIVE. MOVE is sport and physical literacy; LEARN is academics and finishing-school support; LEAD is experiential leadership; LIVE is food, healthcare, residential services, family membership and the grandparents programme.

- MOVE - all-sport discovery and performance.
- LEARN - homework, tuition, STEM, Olympiad and study skills.
- LEAD - experiential leadership for children, schools and corporates.
- LIVE - after-school care, residential, food, healthcare, cafe and senior community.

3. Evidence Hierarchy and Accuracy Standard

Not all data used in a feasibility plan have the same reliability. This DPR therefore assigns an evidence class to major market and operating assumptions. Official sources are used for the Olympic programme, district demographics, education-system context, child-safety guidance, private-security regulation and food compliance. Local directories and marketplaces are used only to signal supply and pricing.

Where exact 5-km data do not exist publicly - for example, household recreation spending or the number of unorganised tutors - the DPR states the data gap rather than presenting an estimate as a fact.

Evidence class	Use	Typical sources	Confidence
Official	Core facts / regulation	IOC, UDISE+, MOSPI, Karnataka Govt, NCPCR, MHA, FSSAI	High
Official-derived	Economic tables / datasets	Karnataka DES report tables	High/medium
Provider pricing	Price benchmarks	Sporthood, Gopalan Sports	Medium
Marketplace/directory	Visible supply / competition	Edustoke, UrbanPro, Playo	Medium/low
Assumption	Financial scenario / staffing	Management planning inputs	Low until validated

4. Market Geography and Catchment

The commercial catchment is defined as approximately five kilometres around Lingarajapuram, extending toward HRBR Layout, Kalyan Nagar, Kammanahalli, HBR Layout, Cooke Town, Banaswadi and Hennur. This is a business-planning geography rather than an official statistical unit.

The Bengaluru Urban district's official demographic page reports a 2011 Census population of 9,621,551, including 8,749,944 urban residents, and 87.67% literacy. These district figures provide context only and should not be converted directly into the population of the 5-km catchment.

Before investment approval, a GIS catchment study should overlay ward populations, residential projects, schools, traffic-time isochrones and major employment nodes.

Sources / basis: S07

5. Household Economics and Spending Context

MOSPI's HCES 2023-24 reports average urban monthly per-capita consumption expenditure of Rs.6,996 without imputation. This is useful as a national urban spending benchmark but does not provide a direct estimate of how much Lingarajapuram families spend on children's sport or recreation.

The correct investment-grade approach is to combine HCES with a local parent survey covering household income bands, current after-school spend, sports fees, tuition fees, transport costs, meal costs and willingness to pay for an integrated programme.

Sources / basis: S06

6. School and Tuition Market

Edustoke's 2026-27 Lingarajapuram directory returns 161 schools in and around the locality. This should be understood as a directory result, not as an official count within a precise 5-km radius.

UrbanPro's Class I-V page for Lingarajapuram showed 146 available listings at the July 2026 crawl, an average of about Rs.350 per hour and a stated 1-to-1 range of Rs.300-400 per hour. This demonstrates visible tutoring supply and price levels, but not the number of organised centres or unorganised tutors.

The final due-diligence study should use UDISE+ Know Your School to validate each target school and then directly verify student enrolment, after-school timings, transport routes and decision-makers.

Sources / basis: S04, S05, S10-S12

7. Age Architecture - 4 Years and Above

The business is not designed as one uniform academy. Child-to-adult ratios, sport exposure, learning goals and care standards change with age. The ratios below are internal planning assumptions for programme design, not statutory ratios.

Segment	Age	Focus	Planning ratio	Residential note
Foundation	4-6	Movement literacy, play, coordination, water confidence, mini-games	1:8	Extended day recommended; no routine overnight in base case
Discovery	7-9	Multi-sport sampling, fundamentals, teamwork	1:10	Residential only after legal/safeguarding validation
Development	10-12	Technique, fitness, academic habits, sport selection	1:12	Competition introduction
Performance	13-15	Specialisation, S&C, leadership, competition	1:15	Structured performance pathway
Pre-elite	16-18	High-performance, career/college orientation	1:15	Federation pathway
Young adult	18-25	Performance, recreational, coaching/official development	1:18	Ancillary
Adult / Parent	26-59	Fitness, recreation, clubs, corporate leagues	1:20	Ancillary
Senior	60+	Walking, mobility, community, low-impact activity	1:12	Grandparents programme

8. Olympic Sports Portfolio - Part 1

The academy includes every sport on the current LA28 Olympic programme. The delivery model is deliberately mixed: core field/court sports are delivered on site; facility-intensive sports are hybrid or partner-led.

Sport	Mode	Start age	Illustrative fee	Source	Planning note
Aquatics	Partner/off-site	4	Rs.5,000/mo	S01/S03	Swimming foundation 4+; disciplines by partner
Archery	On-site	8	Rs.3,500/mo	S01	Dedicated safety lane
Athletics	On-site	4	Rs.3,000/mo	S01	Foundation running/jumping/throwing
Badminton	On-site/covered	5	Rs.3,500/mo	S01	Covered courts
Baseball/Softball	On-site/partner	6	Rs.3,000/mo	S01/S02	Shared field / cages
Basketball	On-site	5	Rs.3,000/mo	S01	Mini basketball
Boxing	On-site	10	Rs.3,500/mo	S01	Non-contact fundamentals first
Canoe	Partner/off-site	10	Rs.6,000/mo	S01	Partner water venue
Cricket	On-site	5	Rs.4,500/mo	S01/S02/S15	Commercial anchor

Sources / basis: S01-S03

9. Olympic Sports Portfolio - Part 2

The academy includes every sport on the current LA28 Olympic programme. The delivery model is deliberately mixed: core field/court sports are delivered on site; facility-intensive sports are hybrid or partner-led.

Sport	Mode	Start age	Illustrative fee	Source	Planning note
Cycling	Hybrid	6	Rs.3,500/mo	S01	Skills circuit + partner
Equestrian	Partner/off-site	6	Rs.8,000/mo	S01	External stable
Fencing	On-site indoor	8	Rs.4,000/mo	S01	Portable pistes
Flag Football	On-site	6	Rs.3,000/mo	S01/S02	Low-contact field
Football	On-site	4	Rs.4,000/mo	S01/S13/S14	Commercial anchor
Golf	Partner/off-site	6	Rs.6,000/mo	S01	Simulator/short game + course
Gymnastics	On-site indoor	4	Rs.3,500/mo	S01	Foundation movement
Handball	On-site	7	Rs.3,000/mo	S01	Multi-use court
Hockey	On-site	6	Rs.3,500/mo	S01	Hockey5s/synthetic

Sources / basis: S01-S03

10. Olympic Sports Portfolio - Part 3

The academy includes every sport on the current LA28 Olympic programme. The delivery model is deliberately mixed: core field/court sports are delivered on site; facility-intensive sports are hybrid or partner-led.

Sport	Mode	Start age	Illustrative fee	Source	Planning note
Judo	On-site indoor	5	Rs.3,000/mo	S01	Matted dojo
Lacrosse	On-site	8	Rs.3,000/mo	S01/S02	Sixes/shared field
Modern Pentathlon	Hybrid/partner	10	Rs.5,000/mo	S01	Run/laser on-site; swim/fencing shared
Rowing	Partner/off-site	10	Rs.6,000/mo	S01	Ergometers + water partner
Rugby	On-site	6	Rs.3,000/mo	S01	Tag rugby younger ages
Sailing	Partner/off-site	10	Rs.7,000/mo	S01	External water venue
Shooting	Regulated/partner	10	Rs.4,500/mo	S01	Laser/air subject to applicable laws/rules
Skateboarding	On-site	6	Rs.3,500/mo	S01	Skills park
Sport Climbing	On-site/partner	6	Rs.4,500/mo	S01	Engineered wall

Sources / basis: S01-S03

11. Olympic Sports Portfolio - Part 4

The academy includes every sport on the current LA28 Olympic programme. The delivery model is deliberately mixed: core field/court sports are delivered on site; facility-intensive sports are hybrid or partner-led.

Sport	Mode	Start age	Illustrative fee	Source	Planning note
Squash	On-site indoor	7	Rs.4,500/mo	S01/S02	Indoor high utilisation
Surfing	Partner/off-site	10	Rs.8,000/mo	S01	Seasonal coastal camps
Table Tennis	On-site indoor	5	Rs.3,000/mo	S01	Low space
Taekwondo	On-site indoor	5	Rs.3,000/mo	S01	Matted studio
Tennis	On-site/partner	5	Rs.4,500/mo	S01	Mini tennis
Triathlon	Hybrid/partner	8	Rs.5,000/mo	S01	Run/bike on-site; swim partner
Volleyball	On-site	8	Rs.3,000/mo	S01	Indoor/outdoor
Weightlifting	On-site indoor	12	Rs.3,500/mo	S01	Technique / qualified supervision
Wrestling	On-site indoor	6	Rs.3,000/mo	S01	Matted area

Sources / basis: S01-S03

12. Olympic Sports Delivery Strategy

Competition-specification infrastructure for all 36 sports would be financially and physically irrational on five acres. Instead, the campus becomes a discovery and development hub. Aquatics, canoe, rowing, sailing, surfing, equestrian and full-course golf use partner venues. Modern pentathlon and triathlon use mixed on-site/off-site delivery.

On-site capital should prioritize multi-use surfaces: grass field, hockey/synthetic zone, athletics/fitness loop, covered multi-court building, martial-arts/gymnastics rooms, climbing/skate areas and a regulated shooting/laser-training area subject to applicable approvals.

- Tier A: on-site high-volume sports.
- Tier B: on-site specialist/indoor sports.
- Tier C: hybrid/off-site sports using revenue-share partners.
- Tier D: seasonal camps and pathway referrals.

13. 5-Acre Campus Masterplan

The 5-acre plan must maximise use by time of day rather than dedicate the site to separate regulation-size venues. Shared spaces drive utilisation and lower capex.

Zone	Indicative area	Functions
Main multi-sport grass field	2.0-2.2 acres	Football, cricket outfield, rugby, flag football, lacrosse, field training
Hockey / synthetic zone	0.45-0.60 acre	Hockey5s, small-sided football, training
Cricket square/nets	0.35-0.45 acre	Cricket academy, hourly rental
Covered multi-court / learning building	0.55-0.75 acre footprint	Badminton, basketball, volleyball, squash, TT, fencing, martial arts, academics
Family / residential / senior wing	0.45-0.65 acre footprint	After-school, residential, grandparents, dining
Cafe / health / admin / services	0.20-0.30 acre	Reception, cafe, physio, first aid, offices
Landscape / parking / drainage	Balance	Walking loop, safety buffers, service access

14. After-School Product - The Core Working-Parent Solution

The commercial anchor outside sport is the extended-day programme. Children are received from school, fed, supervised, trained, supported academically and released only through controlled pickup procedures.

For ages 4-6 the base case is extended day rather than routine overnight stay. Overnight residential should begin only after legal review, safeguarding design and market validation.

Time	Activity
3:00-3:30	School arrival / pickup and attendance
3:30-4:00	Snack, hydration, decompression
4:00-5:15	Age-appropriate sport / movement
5:15-5:45	Change / refresh
5:45-7:00	Homework / tutoring / reading
7:00-7:30	Leadership / free play / club
7:30-8:00	Dinner
8:00 onward	Approved parent pickup / validated residential programme

15. Residential Children Facility

The residential component is a premium care service, not a casual hostel. It requires age-appropriate accommodation, wardens, night staff, controlled access, medical response, food, safeguarding, parent communication and a clear legal operating category.

NCPCR's school-safety guidance includes residential safety expectations, while the Juvenile Justice Act Section 41 applies to institutions housing children in need of care and protection. Specialist Karnataka legal counsel should determine the exact classification and licences applicable to this commercial model before launch.

Sources / basis: S17, S21

16. Grandparents Village

The senior component is designed as active intergenerational living. A grandparent can use the campus for walking, health checks, reading, cafe, social activities and interaction with grandchildren. Revenue can come from day membership, care packages, rooms and family bundles.

The physical design should be quieter and independently accessible while remaining connected to the family campus.

17. Cafe, Food and Nutrition

Food is an operating core because after-school children, residential children, grandparents, parents and corporate groups all require catering. The kitchen should be planned around child nutrition, allergen controls, menu rotation, sports recovery nutrition and senior-friendly options.

FSSAI's FoSCoS is the official system for food registration/licensing. Final operating requirements depend on the business structure and food activities.

Sources / basis: S22

18. Healthcare and Sports Science

Phase 1 should include a medical/sick room, first-aid capability, AED, trained nurses/EMT cover, sports physiotherapy, doctor-on-call and a hospital/ambulance tie-up. Phase 2 can add orthopaedic, paediatric, nutrition, counselling and sports-science clinics through revenue-share partnerships.

NCPCR's safety checklist explicitly asks whether a school has a medical/sick room with first-aid equipment and whether staff/students are oriented for medical emergencies.

Sources / basis: S17

19. Academic and Tutor Model

The academic division complements, rather than replaces, school. Core products include homework lab, Class I-XII subject tutoring, STEM/robotics, language support, Olympiad preparation, study skills and orientation.

UrbanPro's local prices are used only as a benchmark. The campus's bundled product can justify a higher effective ARPU because it also includes supervised care, sport, food and transport.

Role	Mature FTE	Illustrative monthly cost
Academic Director	1	Rs.120,000
Subject Tutors	12	Rs.45,000 each
Homework Coordinators	6	Rs.35,000 each
STEM / Robotics Tutors	3	Rs.50,000 each
Counsellors / Learning Support	3	Rs.55,000 each

Sources / basis: S11-S12

20. Sports Coaching Manpower

All 36 sports do not require a full-time coach. The operating model uses full-time head coaches for high-volume sports, assistants for age-group ratios, and visiting specialists or partner coaches for low-volume or off-site sports.

Role	Mature FTE	Monthly cost assumption
Sports Director	1	Rs.150,000
Core Head Coaches	10	Rs.75,000 each
Assistant Coaches	20	Rs.40,000 each
Strength & Conditioning	3	Rs.60,000 each
Physiotherapists	3	Rs.60,000 each
Sports Science / Analysts	2	Rs.65,000 each
Visiting specialists - FTE equivalent	8	Rs.65,000 each

21. Security Manpower

Security is treated as a dedicated operating function because the campus combines children, residential care, grandparents, events and public-facing rentals. The model includes 24/7 staffing rather than relying only on CCTV.

Role	FTE	Monthly cost assumption	Primary function
Security & Safeguarding Manager	1	Rs.65,000	Policy, incidents, agency management
Shift Supervisors	3	Rs.35,000	One per shift
Security Guards	12	Rs.25,000	Baseline four per shift
Female Security Officers	3	Rs.27,000	Child/residential zones
CCTV / Control Room Operators	3	Rs.30,000	24/7 monitoring
Access / Visitor Desk Officers	2	Rs.28,000	Entry-exit and visitor control

Sources / basis: S17, S19, S20, S23

22. Housekeeping and Grounds Manpower

The campus must remain clean through long operating hours, food service, sports traffic and residential use. Housekeeping and grounds are therefore modelled as in-house/contracted FTE equivalents rather than incidental expenses.

Function	Role	FTE
Housekeeping	Manager	1
Housekeeping	Supervisors	2
Housekeeping	Housekeepers	12
Housekeeping	Restroom/Laundry attendants	4
Grounds	Grounds/Turf Manager	1
Grounds	Grounds Crew	8

23. Security Protocols - People and Access

NCPCR's 2021 guidance states that institutions that house or regularly interact with children, including sports academies, should ensure periodic police verification/background checks for staff who come into contact with children. The safety checklist also includes entry-exit logs, security/CCTV, evacuation plans and fire measures.

Private-security agencies are regulated under PSARA and licences are issued through State/UT controlling authorities. Procurement should therefore verify the agency's licence and staff training.

- Police/background verification before child-contact deployment and periodic refresh.
- Controlled visitor access: photo ID, purpose, host approval and entry/exit record.
- Approved child-pickup list with QR/OTP or photo confirmation.
- No unauthorised adult access to residential or child-only zones.
- 24/7 incident logging and escalation matrix.

Sources / basis: S17, S19, S20

24. Security Protocols - CCTV, Fire and Emergency

CCTV should be used at entry/exit points, corridors, common areas and vulnerable locations, with controlled access and retention. Cameras should not be placed in bedrooms, toilets or changing areas.

The campus should operate a single emergency command framework covering fire, severe weather, medical incidents, missing child, unauthorised access, violence, cyber events and transport incidents.

- Marked exits and assembly points; fire alarm and extinguishers.
- Quarterly evacuation/mock drills and documented lessons learned.
- Medical room, AED, ambulance/hospital tie-up and first-responder training.
- 24/7 control room with panic/duress alerting.
- Quarterly safety walks and corrective-action register.
- Weather closure rules for lightning, heat and heavy rain.

Sources / basis: S17-S18

25. Staffing Cost Detail - Management

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Project / Campus Director	1	Rs.250,000	18%	Assumption
COO / Operations Director	1	Rs.180,000	18%	Assumption
Sports Director	1	Rs.150,000	18%	Assumption
Academic Director	1	Rs.120,000	18%	Assumption
Residential & Family Services Director	1	Rs.120,000	18%	Assumption
Finance / HR Managers	2	Rs.90,000	18%	Assumption
Sales / Partnerships Managers	3	Rs.80,000	18%	Assumption

26. Staffing Cost Detail - Administration

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Admissions / Admin Executives	5	Rs.45,000	18%	Assumption

27. Staffing Cost Detail - Sports

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Core Head Coaches	10	Rs.75,000	18%	Assumption
Assistant Coaches	20	Rs.40,000	18%	Assumption
Strength & Conditioning Coaches	3	Rs.60,000	18%	Assumption
Physiotherapists	3	Rs.60,000	18%	Assumption
Sports Science / Analysts	2	Rs.65,000	18%	Assumption
Visiting Olympic Specialists - FTE equivalent	8	Rs.65,000	18%	Assumption

28. Staffing Cost Detail - Academics

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Subject Tutors	12	Rs.45,000	18%	Assumption
Homework Coordinators	6	Rs.35,000	18%	Assumption
STEM / Robotics Tutors	3	Rs.50,000	18%	Assumption
Counsellors / Learning Support	3	Rs.55,000	18%	Assumption

29. Staffing Cost Detail - Residential

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Wardens	6	Rs.45,000	18%	Assumption
Care Assistants	8	Rs.30,000	18%	Assumption
Night Residential Staff	4	Rs.32,000	18%	Assumption

30. Staffing Cost Detail - Security

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Security & Safeguarding Manager	1	Rs.65,000	18%	S17/S19/S20
Shift Supervisors	3	Rs.35,000	18%	S19/S20
Security Guards	12	Rs.25,000	18%	S19/S20
Female Security Officers	3	Rs.27,000	18%	S17
CCTV / Control Room Operators	3	Rs.30,000	18%	S17
Access / Visitor Desk Officers	2	Rs.28,000	18%	S17

31. Staffing Cost Detail - Housekeeping

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Housekeeping Manager	1	Rs.45,000	18%	Assumption
Housekeeping Supervisors	2	Rs.30,000	18%	Assumption
Housekeepers	12	Rs.22,000	18%	S23/Assumption
Restroom / Laundry Attendants	4	Rs.22,000	18%	S23/Assumption

32. Staffing Cost Detail - Grounds

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Grounds / Turf Manager	1	Rs.60,000	18%	Assumption
Grounds Crew	8	Rs.28,000	18%	Assumption

33. Staffing Cost Detail - Food

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Kitchen Manager	1	Rs.55,000	18%	S22/Assumption
Cooks	4	Rs.35,000	18%	S22/Assumption
Kitchen Assistants	6	Rs.24,000	18%	S22/Assumption
Dietitian / Nutritionist	1	Rs.60,000	18%	Assumption

34. Staffing Cost Detail - Healthcare

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Nurses / EMT	3	Rs.40,000	18%	S17/Assumption

35. Staffing Cost Detail - Transport

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
Transport Coordinator	1	Rs.45,000	18%	Assumption
Drivers	6	Rs.28,000	18%	S17/S23/Assumption
Bus Attendants	6	Rs.22,000	18%	S17/Assumption

36. Staffing Cost Detail - IT / Facilities

The monthly salary numbers below are planning assumptions. The Excel model adds an 18% employer/statutory/benefit load. Final payroll must be validated through role specifications, local recruitment and outsourcing quotations.

Role	FTE	Monthly/FTE	Load	Source/Basis
IT / Systems Administrators	2	Rs.50,000	18%	Assumption
Facilities Technicians	3	Rs.35,000	18%	Assumption

37. Direct Operating Costs

Direct operating costs rise with utilisation and include food, transport, programme delivery, maintenance and equipment replacement. Payroll is shown separately.

Item	Annual Rs. Cr	Basis	Note
Food ingredients / meals	2.4	Assumption	After-school/residential/cafe
Partner venue & specialist sport fees	1.2	Assumption	Off-site sports
Utilities - power/water/internet	1.1	Assumption	Engineering validation
Transport fuel / maintenance	1.2	Assumption	School pickup
Sports equipment replacement	0.9	Assumption	Annual reserve
Academic / STEM materials	0.3	Assumption	Consumables
Ground / turf maintenance materials	0.85	Assumption	Grounds
Building / MEP maintenance	0.75	Assumption	Facilities
Cafe COGS beyond child meal plan	0.65	Assumption	Food/beverage
Healthcare consumables / professional share	0.45	Assumption	Partner model
Corporate / NGO programme delivery	0.45	Assumption	B2B
Tournament / event delivery	0.5	Assumption	Events

38. Overhead Costs

Overheads are costs required to run the institution regardless of individual sport volumes. They include marketing, IT, insurance, legal/audit, security systems, housekeeping supplies and administrative contingency.

Item	Annual Rs. Cr	Basis	Note
Marketing and admissions	1.0	Assumption	Acquisition
IT software / CRM / booking / cybersecurity	0.4	Assumption	SaaS/AMC
Insurance - property/liability/accident	0.45	Assumption	Quotes required
Legal / audit / compliance / licences	0.35	Assumption	Professional fees
Security systems AMC / access control / CCTV	0.3	S17/Assumption	Excl. payroll
Housekeeping supplies / pest / waste / laundry	0.4	Assumption	Consumables
Property / municipal charges	0.4	Assumption	Verify
Corporate office / travel / training	0.35	Assumption	Management
Contingency reserve	0.8	Assumption	Reserve

39. Non-Sport Revenue Engines

The table shows a mature illustrative operating case. All prices and volumes remain editable in the Excel model.

Programme	Customer	Unit price	Units	Months/events	Occupancy/share	Revenue Rs. Cr
Academics - core tutoring	Ages 7-18	Rs.4,500	600	10	100%	2.70
STEM / Olympiad / enrichment	Ages 7-18	Rs.4,500	250	8	100%	0.90
After-school standard	Ages 4-15	Rs.12,000	500	10	100%	6.00
After-school extended	Ages 4-15	Rs.18,000	200	10	100%	3.60
Residential children	Recommended 7+ in base case	Rs.45,000	60	12	75%	2.43
Grandparents day programme	60+	Rs.12,000	100	12	100%	1.44
Grandparents residential	60+	Rs.45,000	20	12	80%	0.86
Community membership	Family	Rs.3,000	500	12	100%	1.80
Family Elite membership	Family	Rs.10,000	200	12	100%	2.40
Corporate leadership days	Corporate	Rs.150,000	120	1	100%	1.80
School annual programmes	Schools	Rs.800,000	20	1	100%	1.60
NGO / CSR programmes	NGO/CSR	Rs.1,200,000	10	1	100%	1.20
Facility rentals / events	All	Rs.40,000,000	1	1	100%	4.00
Cafe external sales	All	Rs.20,000,000	1	1	100%	2.00
Healthcare / physio	All	Rs.12,000,000	1	1	100%	1.20
Sports management B2B	Schools/corporates	Rs.20,000,000	1	1	100%	2.00
Transport subscription	Children	Rs.18,000,000	1	1	100%	1.80

40. Olympic Sports Unit Economics - Part 1

These are illustrative gross revenues and direct costs at mature utilisation. They are not market forecasts.

Sport	Monthly fee	Avg active	Revenue Cr	Direct cost Cr	Contribution Cr
Aquatics	Rs.5,000	120	0.25	0.14	0.11
Archery	Rs.3,500	80	0.34	0.18	0.15
Athletics	Rs.3,000	200	0.72	0.32	0.40
Badminton	Rs.3,500	180	0.76	0.38	0.38
Baseball/Softball	Rs.3,000	70	0.25	0.14	0.11
Basketball	Rs.3,000	180	0.65	0.32	0.32
Boxing	Rs.3,500	80	0.34	0.20	0.13
Canoe	Rs.6,000	30	0.06	0.05	0.02
Cricket	Rs.4,500	450	2.43	1.34	1.09

41. Olympic Sports Unit Economics - Part 2

These are illustrative gross revenues and direct costs at mature utilisation. They are not market forecasts.

Sport	Monthly fee	Avg active	Revenue Cr	Direct cost Cr	Contribution Cr
Cycling	Rs.3,500	80	0.34	0.18	0.15
Equestrian	Rs.8,000	30	0.07	0.06	0.01
Fencing	Rs.4,000	60	0.29	0.16	0.13
Flag Football	Rs.3,000	70	0.25	0.13	0.13
Football	Rs.4,000	450	2.16	1.08	1.08
Golf	Rs.6,000	40	0.07	0.05	0.02
Gymnastics	Rs.3,500	120	0.50	0.30	0.20
Handball	Rs.3,000	80	0.29	0.14	0.14
Hockey	Rs.3,500	180	0.76	0.42	0.34

42. Olympic Sports Unit Economics - Part 3

These are illustrative gross revenues and direct costs at mature utilisation. They are not market forecasts.

Sport	Monthly fee	Avg active	Revenue Cr	Direct cost Cr	Contribution Cr
Judo	Rs.3,000	100	0.36	0.20	0.16
Lacrosse	Rs.3,000	60	0.22	0.12	0.10
Modern Pentathlon	Rs.5,000	40	0.09	0.06	0.03
Rowing	Rs.6,000	30	0.06	0.05	0.02
Rugby	Rs.3,000	80	0.29	0.16	0.13
Sailing	Rs.7,000	25	0.05	0.04	0.01
Shooting	Rs.4,500	70	0.38	0.23	0.15
Skateboarding	Rs.3,500	70	0.29	0.16	0.13
Sport Climbing	Rs.4,500	100	0.54	0.30	0.24

43. Olympic Sports Unit Economics - Part 4

These are illustrative gross revenues and direct costs at mature utilisation. They are not market forecasts.

Sport	Monthly fee	Avg active	Revenue Cr	Direct cost Cr	Contribution Cr
Squash	Rs.4,500	80	0.43	0.22	0.22
Surfing	Rs.8,000	20	0.03	0.03	0.00
Table Tennis	Rs.3,000	120	0.43	0.19	0.24
Taekwondo	Rs.3,000	100	0.36	0.20	0.16
Tennis	Rs.4,500	120	0.65	0.32	0.32
Triathlon	Rs.5,000	50	0.11	0.08	0.03
Volleyball	Rs.3,000	100	0.36	0.18	0.18
Weightlifting	Rs.3,500	50	0.21	0.12	0.09
Wrestling	Rs.3,000	80	0.29	0.16	0.13

44. Consolidated Mature Operating Economics

The current mature model produces about Rs.53.4 Cr annual operating revenue before financing. Loaded payroll is approximately Rs.11.66 Cr and other operating plus overhead costs are approximately Rs.15.2 Cr, producing an illustrative operating EBITDA of about Rs.26.55 Cr before interest, depreciation and tax.

This level of cash generation may support a meaningful operating business, but it is not sufficient for the requested Rs.650 Cr debt structure.

Metric	Illustrative mature value
Revenue	Rs.53.41 Cr
Loaded payroll	Rs.11.66 Cr
Other operating + overhead	Rs.15.20 Cr
Operating EBITDA	Rs.26.55 Cr

45. 10-Year Operating Case

The pro case is deliberately more conservative than the earlier concept. It assumes a multi-year ramp of sports, after-school, academic, membership and B2B services.

Year	Revenue Cr	Operating cost Cr	EBITDA Cr
1	6	10	-4
2	11	13	-2
3	18	16	2
4	25	18.5	6.5
5	32	21	11
6	38	23	15
7	43	24.5	18.5
8	47	25.5	21.5
9	50	26.2	23.8
10	53.41	26.86	26.55

46. Break-Even Analysis

Using an illustrative Rs.14 Cr fixed annual cost base and a 60% contribution margin, the operating revenue break-even is approximately Rs.23.3 Cr. This is an operating break-even only; it excludes the full Rs.650 Cr debt burden.

Equivalent-family membership calculations are useful as a sensitivity test, but the campus is intentionally diversified across sports, academics, after-school, memberships, rentals, corporate and NGO programmes.

47. Rs.650 Cr Debt Stress Test

The stress case retains the previously requested Rs.500 Cr land loan and Rs.150 Cr development/operations loan. At a 10% illustrative interest rate and equal Rs.65 Cr annual principal repayments over 10 years, Year-1 debt service is Rs.130 Cr.

Operating EBITDA in the base case is negative in early years and remains far below annual debt service throughout the 10-year period. A lender would therefore require a fundamentally different capital structure or additional cash-generating assets.

Year	Opening debt	Interest @10%	Principal	Debt service	Operating EBITDA
1	650	65.0	65	130.0	-4
2	585	58.5	65	123.5	-2
3	520	52.0	65	117.0	2
4	455	45.5	65	110.5	6.5
5	390	39.0	65	104.0	11
6	325	32.5	65	97.5	15
7	260	26.0	65	91.0	18.5
8	195	19.5	65	84.5	21.5
9	130	13.0	65	78.0	23.8
10	65	6.5	65	71.5	26.55

48. Recommended Capital Structure

Separate the land asset from the academy operating company. The land SPV can use equity, long-duration real-estate capital, lease economics or a strategic owner; the operating company should carry a smaller, serviceable debt load.

Phase construction and release capital only against verified demand, school contracts, memberships and operating milestones. Equity and impact/CSR capital are particularly appropriate for sports inclusion, scholarships and youth development.

- Land/asset SPV separate from operating company.
- Phased development rather than full Rs.150 Cr upfront.
- Longer-tenure debt for infrastructure.
- Operating debt sized to DSCR, not to asset aspiration.
- CSR/impact capital ring-fenced for access programmes.

49. Membership and Residential-Community Strategy

The family subscription concept borrows the logic of community clubs - recurring access, social identity and priority booking - without assuming that nearby clubs have identical economics. The final competitor study should benchmark Indian Gymkhana, HRBR-area clubs and residential clubhouse fees directly.

Tier	Illustrative monthly price	Benefits
Community	Rs.3,000	Walking, events, cafe credits, booking access
Sports+	Rs.6,000	Sport credits + fitness
Family Elite	Rs.10,000-12,500	Family access + priority booking + discounts
Grandparents Care	Rs.12,000-18,000	Senior day programme
Residential Premium	Rs.35,000-60,000	Accommodation, meals, care and programme

50. Facility Rental Strategy

Hourly rental converts non-academy capacity into cash flow. Peak evening and weekend prices should be dynamic. Provider examples show that Bengaluru rental rates vary widely by facility quality and time.

Facility	Illustrative pricing basis
Football / shared turf	Local market survey required; target premium evening pricing
Cricket nets	Benchmark against provider rates; multi-lane packages
Cricket field	Half-day / full-day pricing
Hockey5s / small-sided field	Hourly rental
Indoor courts	Hourly / membership credits
Classrooms / leadership rooms	School/corporate hourly or day rate
Cafe/event lawn	Event package

Sources / basis: S15-S16

50. Corporate, School and NGO Programmes

The campus can generate weekday revenue by selling experiences rather than only after-school memberships. Products include corporate leadership days, school sports outsourcing, PE support, tournaments, teacher development, NGO sports inclusion and CSR-funded scholarships.

The model treats these revenues as assumptions until sales conversations produce letters of intent or contracts.

51. Sports Management Business

A separate sports-management unit can operate beyond the five-acre property. Services include school sports department outsourcing, coach deployment, event/tournament management, corporate leagues, athlete performance records, travel support, sponsorship support and facility operations.

This is strategically important because it allows revenue growth without continuously adding land.

52. Marketing and Sales Funnel

Acquisition should be driven through schools, residential communities and referrals rather than expensive mass advertising. The core funnel is: lead -> trial -> orientation assessment -> membership -> cross-sell -> retention -> referral.

Parent trust, safety transparency and measurable child progress should be stronger messages than facility glamour.

53. Technology Architecture

The campus needs one system of record for admissions, attendance, parent permissions, pickup authorization, bookings, payments, coach/tutor notes, performance testing, meals, transport, residential occupancy and incident management.

Role-based access and multi-factor authentication should be used for child data, health data, CCTV access and parent communications.

54. Safeguarding Governance

A safeguarding committee should review incidents, background checks, training completion, transport exceptions, residential issues, CCTV governance and parent complaints. The campus should maintain a no-retaliation reporting mechanism and a documented escalation path.

Quarterly safety walks and regular drills create an auditable record of preventive action rather than reacting only after incidents.

Sources / basis: S17-S18

55. Food, Health and Insurance Compliance

Food operations require FoSCoS/FSSAI compliance. Healthcare should be structured with appropriate professional registrations and consent. The business should carry property, public liability, professional liability, personal accident and other insurance appropriate to its final activities.

Insurance requirements should be quoted by a broker after the legal entity structure and programme scope are final.

Sources / basis: S22

56. Land, Planning and Construction Due Diligence

Before a Rs.500 Cr land financing assumption is used in any lender document, an independent registered valuation, title report, encumbrance search, land-use/zoning review and planning feasibility report are essential.

The sports-ground design also requires topographic survey, soil/geotechnical investigation, drainage, water, power, access, parking, fire and construction BOQ.

57. Implementation Roadmap

Phase 0 - 90-day feasibility: title/valuation, GIS school map, parent survey, competitor audit, legal notes, concept masterplan, surface/MEP BOQ and pilot sales.

Phase 1 - sports + after-school + cafe + medical room. Phase 2 - covered indoor sports, academics, leadership and B2B.

Phase 3 - residential after legal validation. Phase 4 - grandparents village and expanded health services.

58. Key Performance Indicators

Management should track revenue and child outcomes together. Commercial KPIs include active families, ARPU, retention, occupancy, rental hours, school contracts, lead conversion and EBITDA. Safety KPIs include background-check completion, incident response time, medical incidents, drill compliance and safeguarding actions.

Area	Example KPIs
Commercial	Revenue, ARPU, retention, CAC, occupancy, utilisation hours
Sports	Attendance, progression, testing, competition participation
Academics	Homework completion, assessment improvement, attendance
Family	Pickup compliance, meal satisfaction, transport punctuality
Safety	Background checks, incidents, drills, corrective actions
B2B	School contracts, corporate days, NGO/CSR projects

59. Risk Register

Major risks are financial leverage, land valuation, residential regulation, child safeguarding, coach quality, under-utilised facilities, food/health compliance and competition. The recommended control is phased capital deployment with documented approval gates.

Risk	Impact	Primary mitigation
Rs.650 Cr debt service	Very high	Separate asset SPV; lower operating leverage
Land/title/zoning	Very high	Legal/title/valuation/planning diligence
Residential children	Very high	Legal classification + safeguarding design
Utilisation	High	Multi-use spaces + B2B weekday sales
Coach quality	High	Technical director + coach standards + audits
Safety incident	Very high	Protocols, training, background checks, incident command
Food/health compliance	High	Licensed operations + partner clinicians

60. 90-Day Feasibility Sprint

The next investment gate should not be construction; it should be evidence. A 90-day sprint can materially reduce uncertainty.

- Independent land valuation and title/legal report.
- GIS 5-km catchment map and UDISE-validated school database.
- Minimum 300-parent survey and 30-50 parent depth interviews.
- Competitor calls/site visits for sports, tuition, clubs, senior care and rental.
- Vendor quotations for drainage, turf, synthetic, indoor building, kitchen, IT/security and transport.
- Karnataka-specific legal note for after-school and residential children.
- Pilot LOIs from schools, residential communities and corporates.
- Revised lender-ready 10-year model with capex drawdown and scenario sensitivities.

61. Investment Conclusion

The integrated family model is strategically stronger than a stand-alone sports academy because it increases daily utilisation, creates recurring revenue and builds a trust-based relationship with the household. The project can begin at age four and offer access to every LA28 Olympic sport through a mix of on-site and partner delivery.

However, the current operating economics do not justify Rs.650 Cr of 10-year debt. The most investable version separates land economics from operations, phases infrastructure and proves demand before large capital deployment.

62. Appendix A - Security Checklist

Use this checklist at opening and quarterly safety walks.

Control	Evidence required
Background verification	Police/background verification file for all child-contact staff
PSARA	Valid security-agency licence / contract compliance
Gate log	Visitor/parent entry-exit record
Pickup control	Approved pickup list and exception log
CCTV	Camera map, retention policy, access audit
Fire	Inspection log, extinguishers, alarm, evacuation drill
Medical	First-aid/AED checks, hospital tie-up, incident log
Transport	Driver/attendant files, GPS, vehicle checklist
Residential	Warden rosters, access control, night logs
Training	POCSO/safeguarding/fire/first-aid attendance

Sources / basis: S17-S20

63. Appendix B - Parent Survey Questions

Recommended survey topics: current after-school arrangement, monthly spend, preferred sports, academic support, transport, meals, latest pickup time, willingness to use residential care, grandparent services, health services, membership and willingness-to-pay.

64. Appendix C - School Database Fields

School name, UDISE code, address, board, grades, verified enrolment, principal, PE head, school closing time, existing sports, after-school clubs, transport, distance/travel time, fee band and partnership status.

Sources / basis: S04-S05

65. Appendix D - Google Trends Research Method

Google Trends should compare relative search interest for football academy, cricket academy, badminton academy, hockey academy, tuition, after-school care, kids activities, swimming, gymnastics, skating, sports camp and related terms at Bengaluru/Karnataka level. It is a relative index and not an absolute query count.

Sources / basis: S24-S25

66. Appendix E - Data Confidence Register

Every model input should be tagged High, Medium or Low confidence. High: official published facts. Medium: provider price or verified contract quote. Low: management assumption until validated. The Excel model retains source IDs and editable yellow input cells.

67. Appendix F - Manpower Summary

The mature model contains roughly 188 FTE-equivalent roles across leadership, coaching, academics, residential, security, housekeeping, grounds, food, healthcare, transport and IT/facilities. Some roles can be outsourced or part-time, especially visiting Olympic specialists.

Function	Indicative FTE
Management/Admin	15
Sports	47
Academics	24
Residential	18
Security	24
Housekeeping	19
Grounds	9
Food	12
Healthcare	3
Transport	13
IT/Facilities	5

68. Appendix G - Source Bibliography

Source IDs in the report and Excel model refer to the bibliography below.

ID	Source	Quality	URL
S01	Olympics.com - LA28 sports update	Official IOC/Olympics	https://www.olympics.com/en/news/la28-olympics-what-are-new-sports-and-events-at-olympic-games-in-los-angeles
S02	IOC - LA28 additional sports	Official IOC	https://www.olympics.com/ioc/news/ioc-session-approves-la28-s-proposal-for-five-additional-sports
S03	LA28 competition schedule	Official Organising Committee	https://la28.org/content/dam/latwentyeight/competition-schedule-imagery/LA28OlympicGamesCompetitionByDaySchedule.pdf
S04	UDISE+	Government of India	https://udiseplus.gov.in/
S05	UDISE+ Know Your School	Government of India	https://kys.udiseplus.gov.in/
S06	MOSPI HCES 2023-24	Government of India	https://www.mospi.gov.in/sites/default/files/publication_reports/HCES%20FactSheet%202023-24.pdf
S07	Bengaluru Urban District Demography	Government of Karnataka	https://bengaluruurban.nic.in/en/demography/
S08	Karnataka DES DDP 2024-25	Government of Karnataka	https://des.karnataka.gov.in/uploads/DDP%202024%2025%20ENG_1781942638.pdf
S09	Karnataka DES Reports	Government of Karnataka	https://des.karnataka.gov.in/41/reports/en
S10	Edustoke Lingarajapuram	Market directory	https://www.edustoke.com/bengaluru/schools-in-lingarajapuram
S11	UrbanPro Class I-V Lingarajapuram	Marketplace	https://www.urbanpro.com/bangalore/class-i-v-tuition/lingarajapuram-p2/53287208
S12	UrbanPro Lingarajapuram Tuition	Marketplace	https://www.urbanpro.com/bangalore/tuition/lingarajapuram
S13	Sporthood football academy	Provider pricing	https://www.sporthood.in/membership-packages/bangalore-football-turf/football-academy/
S14	Sporthood Turfpark HSR football academy	Provider pricing	https://www.sporthood.in/membership-packages/sporthood-turfpark-hsr/football-academy/
S15	Gopalan Cricket Ground	Provider pricing	https://www.gopalansportscenter.com/gopalan-cricket-ground.html
S16	Playo Lingarajapuram venues	Marketplace	https://playo.co/venues/lingarajapuram-bangalore/sports/all
S17	NCPCR / MoE School Safety Guidelines 2021	Government of India	https://ncpcr.gov.in/public/index.php/viewPdf/1752040447686e03ff229de_guidelines.pdf
S18	NDMA School Safety Project	Government of India	https://www.ndma.gov.in/school-safety-project
S19	MHA PSARA FAQ	Government of India	https://www.mha.gov.in/sites/default/files/2023-01/FAQ_10012023.pdf
S20	MHA PSARA Acts & Rules	Government of India	https://www.mha.gov.in/en/divisionofmha/police-modernisation-division/acts-rules
S21	India Code - JJ Act Section 41	Government of India	https://www.indiacode.nic.in/show-data?actid=AC_CEN_13_14_000010_201602_1517807328168&orderno=41&sectionId=12761&sectionno=41
S22	FSSAI FoSCoS	Government of India	https://fssai.gov.in/business/about-foscoss
S23	Karnataka Labour Department	Government of Karnataka	https://labour.karnataka.gov.in/47/rules-and-regulations/en
S24	Google Trends	Google	https://trends.google.com/trends/

S25	Google Trends Help	Google	https://support.google.com/trends/answer/4365533?hl=en
-----	--------------------	--------	---