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| Management: (primary 3 officers *hyperlinked* to LinkedIn, Bios, etc.)   * First + Surname, Title(s) * First + Surname, Title(s) * First + Surname, Title(s)   Board of Directors: \* = Independent (top 3)   * First + Surname, Title, Organization \* * First + Surname, Title, Organization \* * First + Surname, Title, Organization   Primary Industry: (use [NAICS](http://www.naics.com/search.htm), [ICB](https://en.wikipedia.org/wiki/Industry_Classification_Benchmark) or [NTEE](https://www.missioninvestors.org/system/files/tools/National%20Taxonomy%20of%20Exempt%20Entities%20%28NTEE%29%20Classification%20System%20with%20Mission%20Investors%20Exchange%20additions%20in%20red.doc))  8299 - Schools and Educational Services  Stage of Growth: (select one)   * Pre-Revenue, Revenue, or Profit  Job Creation #s:  * **Current**: 22 / **Projected (Year 5)**: 100  Population Impact #s:  * **Current**: 22 / **Projected (Year 5)**: 100  Professional Advisors:  * **Bank**: Bank Name * **CPA**: CPA Name * **Auditor**: Auditor Name * **Legal**: Legal Name * **Other**: Other Name   Advisory Board: (top 3 only besides PGFBO)   * First + Surname, Title, Organization * First + Surname, Title, Organization * First + Surname, Title, Organization  Current Investors: institutions, organizations and/or “several angel investors” (do not list peoples’ names) Amount & Use of Funds Sought:  * $XX Million USD (debt, equity, JC, RRSC, etc.)   (amount requested + pick structure)   * Regional Expansion(3 – 5 word description)  For Additional Information: Contact: First + Surname (should be officer above)  Address Line  City, State/Province, Country Abbreviation  Email: Hyperlink (professional domain reqd.)  Web: Hyperlink (domain required)  By Appointment Only | **For Privileged Use Only by Prado Group Affiliates – Not for General Public Distribution** | Vision: (< 200 characters w/ spaces). In the next 10 years you will have resolved what social problem, leaving a lasting legacy of humanitarian impact (defined by at least 3 metrics, other than financial)?  Mission: (< 200 characters w/ spaces). What and how do you do what you do and for whom do you do it so passionately to accomplish the desired impact you seek to make in the world according to your vision? Speak to the heart; not the head.  Unique Value Proposition: (< 400 characters w/ spaces) What social problems do you solve directly and indirectly and how big are they by population, geography, economically, etc? What are you aiming to accomplish (your motives) by doing do? What strategies and capabilities do you bring to bear that create compelling value far above and beyond what is currently available to your audience? What indicators demonstrate progress in terms used by a satisfied customer?  Company Background: (delete this section if not in revenue) (< 400 characters w/ spaces) Widgets is a spin-off company from KPMG Peat Marwick’s Higher Education Consulting Practice, founded in June 1997 by two technology consultants. In Spring 1998, 7,100 people taught and learned in virtual classrooms powered by Widgets’ products, a number that will grow to approx. 40,000 in Fall 1998 as current clients alone bring additional courses on-line.  Business Model & Strategy: (< 300 characters w/ spaces) Put simply, Widgets is executing a two-phase business strategy: 1) capture early market share and mind share and then 2) leverage Widgets’s user base and customer relationships through additional products and services that achieve high growth.  Products & Services: (< 650 characters w/ spaces) Soon to join these products are 1) Widgets’ enterprise level “Campus” system, a highly scalable version of CourseInfo intended for a large-scale implementation of a single system for hosting on-line classes; and 2) Widgets “Library”, a “virtual bookstore” for a large-scale implementation of a single system for hosting on-line classes; and 2) Widgets “Library”, a “virtual bookstore” portal site that connects Widgets’ user base with providers of textbooks, music CDs, general interest books and on-line content. a “virtual bookstore” portal site that connects Widgets’ user base with providers of textbooks, music CDs, and general interest books. |
| Technologies/Special Know-How: (< 650 characters w/ spaces) Complimentary to its product work, Widgets is the sole technical contractor to a leading industry standards cooperative called the Instructional Management Systems Project (IMS). Led by EDUCAUSE, a group of 1,300 academic institutions, and companies such as Microsoft, Sun, Oracle and IBM, IMS selected Widgets to help create a common architecture for online learning technologies that Widgets’ products, and its competitor’s products, will soon be based on. Widgets’ role as primary contractor to IMS provides the Company with significant marketing as well as technical advantages when releasing its products into the marketplace. | | |
| Markets: (< 700 characters w/ spaces) (use recent key market study and analysis stats here). The markets for Widgets’ products are: 1) higher education, 2) corporate training, 3) K-12 schools and school districts, 4) government, and 5) publishers. In each of these cases, equipping an organization’s network to deliver education on-line, serving students locally and around the world with minimal overhead is a strategic imperative. Widgets’ products provide customers both top line benefits (i.e. virtual campuses bring in additional revenues from distance learners at lower delivery costs), and bottom line benefits (i.e. academic intranets provide a ROI on network investments and reduce costs in delivering traditional classes). | | |
| Distribution Channels: (< 500 characters w/ spaces) (*hyperlink* to key relationship partners if applicable for additional detail). Sales of Widgets’ products are made by an internal direct sales force and via vertical market integrators like KPMG Peat Marwick. Widgets have additional business partnerships with companies such as Microsoft and International Thomson Publishing, the third largest publisher of educational materials. Further, Widgets’ work with EDUCAUSE provides the opportunity to establish direct customer relationships with a wide range of universities. | | |
| Competition: (< 500 characters w/ spaces) Most of Widgets’ competitors are focused on corporate training, with a smaller group targeting higher education. The most notable Widgets CourseInfo-like vendors are WBT Systems with its TopClass server product, and WebCT with its Web Course Tools product. The most notable Widgets Campus-line vendors in higher education with an “enterprise” system are Real Education with its outsourced virtual campus service, and Lotus, with its LearningSpace product. | | |
| Outlook: (< 650 characters w/ spaces) By Fall 1998, over 85% of universities with 3,000 students or more are expected to offer at least one distance learning course, with over 800 institutions using the World Wide Web to deliver them. According to CCA Consulting Inc., nearly 50% of Higher Education institutions currently engage in on-line distance learning and, as a group, expects to spend over $1.5 billion during the upcoming academic year. When higher education is combined with training and K-12, the National Institute of Standards and Technology reports that the total marketplace for on-line learning is expected to reach $47 billion by the year 2005. | | |

Prosperity Summary(follow link: [*Project Impact Template*](http://media.wix.com/ugd/cfe7f8_db7f20df42504d219676f70fa50f5243.xlsx?dn=Form%20-%20Exec%20Summary%20-%20Project%20Impact%20Template.xlsx) to help you complete the following table)

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| **Project Stage** | **Current** | **Construction** | | **Operations** | | | |
| **Projections ($M USD)** | **Actual** | **Year 1** | **Year 2** | **Year 3** | **Year 5** | **Year 7** | **Year 10** |
| Gross Revenue | $0.0 | $0.0 | $0.0 | $12.9 | $13.7 | $14.5 | $15.8 |
| Cost of Goods Sold | $0.0 | $0.0 | $0.0 | $2.0 | $2.1 | $2.4 | $2.6 |
| Gross Margin | $0.0 | $0.0 | $0.0 | $10.9 | $11.6 | $12.1 | $13.2 |
| Total Operating Expenses | $0.0 | $0.4 | $2.4 | $3.0 | $3.1 | $3.3 | $3.7 |
| **EBITDA (Loss)** | **($0.0)** | **($0.4)** | **($2.4)** | **$7.9** | **$8.5** | **$8.8** | **$9.5** |
| EBITDA Margin (%) |  |  |  | 61% | 62% | 61% | 60% |
| Break-Even Unit Sales ($K) |  |  |  | $379,031 | $401,326 | $430,447 | $338,811 |
| Charitable Contributions ($K) |  |  |  | $600,000 | $650,000 | $725,000 | $750,000 |
| % of Gross Revenue |  |  |  | <1 % | 4.7% | 5.0% | 4.7% |
| **Total Debt (P&I)** | **($0.0)** | **$11.7** | **$31.0** | **$27.0** | **$20.9** | **$12.5** | **$0.0** |

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| Use of Funds ($M USD): (Specify draw sequence if > 1 year) | **Year Required** | **Amount** |
| Land Cost (Under Contract) | 1 | $2.80 |
| Construction w/ 20% Contingency (10%Construction + 10%LEEDs) | 1-2 | $13.00 |
| Marketing; Soft-Opening Production (Pre-Revenue) | 1-2 | $9.60 |
| G&A Capital – Operations; 5% Cost of Capital; 2 Year Interest Reserve (Pre-Opening) | 1-2 | $5.60 |
| (double check math) **Total Use of Funds** | | **$31.00** |

Exit Strategy / Sustainability Analysis: (< 300 characters w/ spaces) Flexible exit/assignability alternatives for a variety of resource provider capacities within calendar years three, six and beyond out of cash flow, or 10% of gross receipts (royalty shares) over 10 years. Operations continue as a debt-free social enterprise reinvesting at least 10% of its gross receipts back into the local economies in which it exists to serve. Significant tax advantaged alternatives and optional principal guarantees are available upon request for like-minded strategic philanthropists.