



Business Plan

April 1, 2011

A. Executive Summary:

love.fútbol (LF) empowers underserved communities to build simple soccer fields where at-risk youth face major challenges to play. We believe that the opportunity to play is a right for all children. That opportunity--to fulfill a most basic passion--needs to be promoted, as it can lead to social, community, educational, and even economic development.

To execute a successful project, love.fútbol employs a highly effective community empowerment program that utilizes local resources and volunteer labor to construct high-quality cement *fútbol* pitches. These spaces are designed to be adjacent to community centers, schools and other public spaces where the entire community can enjoy the benefits of a safe recreational area. The objective of these projects is to help communities realize their internal strength, while providing their youth with a safe place to play sports. The financial support collected from Global Giving will allow the love.fútbol to partner with a community in São Lourenço da Mata to complete an entire project and provide 500 kids the opportunity to play.

As we limit our involvement in the building of each field, natural robust communities of soccer leaders emerge. In our second project, in Las Canoas Altas, Guatemala, a sixteen-year-old girl became the coach of a younger girls' team after the inauguration of the field. This innovative and take-charge attitude is not uncommon, and it demonstrates that our projects are not solely the construction of a soccer field; they empower communities to affect their own change

Each LF project goes through in three stages. First, empowerment of the local community must be felt. LF only partners with communities that want our project in their town. Second, town ownership of the project begins once the LF Representative coordinates the project implementation. Volunteers are then organized, to ensure active involvement which creates a vested interest in the completion of each field. Our third and final stage is a community maintenance committee that ensures the project's sustainability.

The field construction program is designed to help communities transform their play environment and activate their citizens. It also serves as a platform for other organizations to implement and expand their Development Through Football programs. The opportunity to be passionate and play sports improve youth attendance in school, reduce delinquency, improve health, teach values of sportsmanship and respect, and provide much-needed alternatives to organized crime.

B. Innovation:

Methodology

love.fútbol projects are implemented through strategic partnerships established at the local level. The love.fútbol methodology of community driven development involves two main practices of social development: Community Based Initiatives (CBI) and Asset Based Community Development (ABCD).

The CBI method involves love.fútbol, an outside organization, working with the community to develop and execute a field project - approaching the community with questions rather than answers. For example, instead of simply offering to build a field in a community, love.fútbol initiates a dialogue through a discussion about community needs and interests. In selecting a location for our fields, we consider the number of children in the community, the children's existing playing locations, the proximity of these locations to the local school, the challenges that they currently face to play, and the proposed location's overall convenience and accessibility.

love.fútbol's first step is to participate in community meetings - facilitated by partner organizations - to determine the exact needs of the community and its ability to act as a partner in the effort. These meetings allow both parties to ascertain the best approaches to address a community's particular needs. Based on the results of this mutually driven initiative, love.fútbol and the community collaboratively move forward.

The ABCD method involves empowering the community to realize and utilize its existing skills and assets. The tools, natural resources and man-power that exist within the community are the fuel to drive the project to completion. love.fútbol provides the financial backbone and technical know-how. We employ these methods to the greatest degree possible and ultimately play a facilitative and advisory role in helping the community to realize the construction of their own soccer field.

love.fútbol strives to build fields on public land, often next to schools, allowing youth easy access to the field. We also work with communities to develop land owned by the local municipality, provided the organization obtains documentation specifying the ownership of the land.

C. Market Feasibility:

Why a Concrete Soccer Field?

In the United States, concrete soccer fields are uncommon. Throughout Guatemala, the rest of Latin America, Europe and Asia, however, they are popular playing surfaces. While the size of these fields varies, they are generally not much bigger than a standard-sized basketball court. The smaller size and harder surface leads to a faster paced game often referred to as fútbol sala and, in Guatemala, papi-fútbol or fútbol rápido.

A concrete field works well for many reasons:

- **Durability:** The minimum estimated lifespan of the field is about thirty-five years.
- **Low maintenance costs:** While initial costs may be higher than that of a dirt field, concrete does not require long-term financial input, and is thus appropriate for low-income communities with little capacity to maintain the playing surface with financial resources.
- **Simplicity:** Cement is an easily-found raw material across the globe. Working with cement significantly simplifies our model so that we are working with a product of known costs, requirements, and limitations.
- **Familiarity:** Members of underserved communities often have considerable experience working with concrete. Most often, these individuals have built their own homes and communities with their own hands. Further, the specific construction process of a cement field is teamwork-intensive.
- **Marketing opportunities:** A cement field is marketable because, unlike a grass or dirt field, the field's surface can be painted to create a love.fútbol field identity and can include partner and sponsor advertisements, logos and messages (using long-lasting Traffic Paint).
- **Symbolic meaning:** Regarding our philosophy of Community Driven Development (CDD) and our partnership with the local community, cement and other raw materials serve as a bargaining chip. Due to its relatively high cost, cement is what the community itself is most unable to provide on their own. Through funding this expense, love.fútbol has the leverage to compel the community to uphold their end of the agreement and to provide the volunteered labor for the project.

D. Management and Organizational Structure

love.fútbol's staff is drawn from various backgrounds, professions, and countries. Due to our continuous period of rapid growth, love.fútbol continues to appoint crucial staff members to the team in order to help implement our global vision of providing universal youth access to soccer.

Our board of directors recently appointed a new chairman to provide guidance and leadership during this important time in the development of the organization. Andreas Roell, a former professional soccer player from Germany, is currently the CEO of Geary Interactive, a highly successful digital marketing firm. Andreas has embraced the role of chairman and has made a firm commitment to this leadership position by taking an active role in directly assisting love.fútbol's growth.

Drew Chafetz, co-founder and CEO at love.fútbol, is a champion of the sports-for-development vision and has been recognized as a leader in the field by Nike and Ashoka Changemakers. Drew will lead the implementation of each love.fútbol field and will work with staff, volunteers, and development partners to ensure its success.

Mano Silva, COO at love.fútbol, has been involved with soccer for development since his youth. As he comes from the northeast region of Brazil, soccer was the key to a higher education in the United States for him, where he earned a B.A. in Business Administration and a Master of Business Administration degree with a focus on International Development. Mano will be leading our expansion to Brazil in 2011.

Loren Stender is a Certified Public Accountant and is a core volunteer who works with the board and staff to ensure that internal controls over financial resources are in place and operating effectively. He currently works at the United States Agency for International Development's Office of Inspector General and previously worked with Deloitte and Touche LLP. Loren's unique understanding of industry-best practices for development organizations has made him a valuable asset to love.fútbol.

Other key stakeholders include the love.fútbol staff in Guatemala responsible for organizing projects, coordinating in-country logistics, monitoring program implementation and performing impact evaluations. These staff members form a critical component of successful program implementation. Jesse Sperling and César Garcia, our director of operations and director of projects in Guatemala respectively, regularly visit the eight Guatemala communities with love.fútbol projects in order to assess their social impact and overall sustainability. They also identify communities in need and gauge whether they are suitable places for projects.

love.fútbol also draws from a select few of core volunteers who travel to Guatemala for the inaugurations of love.fútbol fields. They accompany our staff members in order to become inspired by the love.fútbol cause. This also gives the volunteers the opportunity to experience first-hand a community rejoicing around an LF project, and to use that invaluable knowledge to build upon our national grassroots efforts once back in the US.