CONFIDENTIAL ADVISORY REPORT

Barcelona Indoor FEC Business Plan

Integrated five-year commercial, operating and financial plan

ATLAS DECISION INTELLIGENCE

PRODUCT	Business Plan
SUPPORTING EVIDENCE	Barcelona-Indoor-FEC-Operations-Manual-V3-Preview.pdf
BUSINESS	Hypothetical pre-opening indoor family entertainment centre
GEOGRAPHY	Barcelona, Spain
FINANCIAL MODEL	Five-year scenario in EUR
DECISION BOUNDARY	Planning assumptions; funding and approvals not secured
PREPARED BY	ATLAS Entertainment

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Decision exhibits are embedded with the relevant chapters

1. Executive Summary

Business thesis: Launch a leased 2,500 m2 indoor family entertainment centre in Barcelona delivering timed active-play attractions, birthdays, groups, events and food and beverage, aimed at local families and residents with incremental demand from schools, corporate and tourists. The commercial model blends admissions-led revenue with high-margin parties/events and managed F&B to smooth seasonality and maximise utilisation.

Target customers: Local families with children 0-14 (191,430 within Barcelona municipality within a 1.73 million population), residents including teens/young adults for evening capacity, schools and clubs on weekdays, birthday groups, corporate/private hires, and a selective share of Destination Barcelona's 26.1 million 2025 tourists.

Five-year financial headline (planning assumptions): Attendance grows from 160,000 in Y1 to 222,000 in Y5. Average revenue per visit increases from EUR 22.5 to EUR 25.3. Revenue rises from EUR 3,600,000 to EUR 5,616,600. OPEX scales from EUR 2,622,000 to EUR 3,086,000. EBITDA improves from EUR 978,000 in Y1 to EUR 2,530,600 in Y5. Break-even occurs in Y1 with an indicative break-even attendance of 116,533.

Capital and funding requirement: Total CAPEX planning assumption is EUR 6,000,000. Cash requirement (working capital and non-capitalised pre-opening) is EUR 950,000. Investment requirement totals EUR 6,950,000. Illustrative funding structure shows Equity EUR 4,250,000 and Debt/Lease EUR 2,700,000; no commitments evidenced.

Principal risks: Licensing/aforo approval delays, PAU readiness, cost inflation (energy/wages), VAT/POS compliance, demand seasonality, competitive response, tourism volatility, labour availability/compliance, and data/privacy controls.

Unresolved validation gates: Site and lease terms; detailed design and capacity; vendor quotations; municipal licensing and PAU approvals; confirmed price card; final operating plan and staffing; tax/VAT configuration; financing structure and covenants.

Immediate management decision: Proceed to site selection and lease term sheet negotiation while commissioning primary market testing, schematic design/costing, and authority pre-consultation. Authorise development of investor materials aligned to the EUR 6.95 million planning requirement, clearly labelled as assumptions pending validation.

2. Business Concept

Proposed offer: A modern indoor family entertainment centre combining multi-zone active play (e.g., soft play, trampolining-style active areas, adventure/obstacle elements), birthday suites, flexible group/classroom space for schools/clubs, and a quick-service kitchen and café positioned for family dwell time. Ancillary revenue includes grip socks, lockers, and light merchandise. The mix is designed to serve 60-120 minute visits, with yield-driven sessioning and party/event blocks.

Commercial model: Admissions remain the demand engine with timed 1h/2h access and family bundles. Parties/events provide higher-margin utilisation of weekends and late afternoons. Weekday morning/early afternoon targets schools/clubs at off-peak rates. F&B offers predictable attachment and margin.
Corporate/private hires unlock off-peak venue use. Channels: direct web/app and on-site for core sales; group sales outreach for schools and corporate; OTAs/concierge selectively for tourists; local partnerships with malls and community centres for awareness.

Operating design: Baseline 42 FTE in Y1 across General Manager, Operations, Duty, Guest Services, Attractions, Party/Events, F&B, Technical/Maintenance, Cleaning/BOH, with contractors augmenting peak cleaning/security as validated. Session-based rostering matches Catalan school/holiday peaks and weekends. POS and invoicing are configured to Spanish VAT and Real Decreto 1619/2012.

Financial architecture (planning): Year 1 attendance 160,000 with ARPV EUR 22.5 yields EUR 3.6 million revenue. OPEX EUR 2.622 million reflects wages, rent, utilities, maintenance, insurance, marketing, COGS (~9.5% of revenue), and G&A. EBITDA EUR 978,000 scales with attendance growth and 3% price uplifts. CAPEX EUR 6.0 million covers fit-out, attractions, FF&E/IT, fees/permits/design, capitalised pre-opening and contingency. Working capital/cash buffer EUR 950,000 supports deposits and ramp-up volatility.

Governance: Pre-opening owner-led governance appoints a venue leadership team accountable for licensing, PAU, safety systems, and recruitment/training. The plan relies on the supplied Operations Manual for operating-design context; it does not evidence market demand, approvals, funding, site readiness or effectiveness.

Decision use: This plan provides decision-grade assumptions, exhibits and a five-year integrated model to prioritise gates and quantify the EUR 6.95 million investment envelope, pending validation.

3. Vision, Mission and Strategic Objectives

Vision: Become Barcelona's most trusted, safe and enjoyable indoor family entertainment choice, reliably activating family time and healthy play year-round, irrespective of weather and seasonality.

Mission: Deliver accessible, well-run active-play experiences, memorable birthdays and quality hospitality that local families recommend, schools adopt in term-time programming, and selective visitors add to their Barcelona itinerary.

Strategic objectives (five-year planning horizon):

- Market penetration: Build a resilient local core by converting residents and the 191,430 children 0-14 into repeat users via memberships/bundles and a strong birthday/events program.
- Revenue mix optimisation: Maintain admissions as the volume driver while growing parties/events and F&B to stabilise margins across school and holiday cycles.
- Operational excellence: Achieve PAU-compliant operations, staff training matrices, HACCP/allergen controls, and POS/VAT compliance aligned to Real Decreto 1619/2012.
- Financial discipline: Deliver EBITDA progression from EUR 978,000 in Y1 to EUR 2,530,600 in Y5 through yield, utilisation and cost control; protect cash via a EUR 950,000 working capital buffer and quarterly OPEX reviews.
- Risk management: Anticipate licensing, inflation, and seasonality risks with early authority engagement, indexed pricing, energy management and flexible staffing.
- Partnerships: Build selective OTA/DMO presence for visitors; establish B2B school/corporate pipelines for off-peak use.

KPIs (planning baseline): Attendance, ARPV, conversion by channel, party/event share, F&B attach rate, staffing cost ratio, incident rates, and NPS/guest recovery. Break-even attendance planned at 116,533 in Y1 informs opening readiness and marketing intensity.

Implications: Objectives require validated site selection, schematic design compatible with aforo and evacuation, vendor bids to lock CAPEX, and a staged marketing plan matched to Catalan school calendars and public holidays. Recommendations: commission primary demand testing and pricing tests; initiate pre-consultation with municipal authorities on licensing/PAU; develop a content calendar for peaks/shoulders; and draft an investor timetable keyed to the funding and use-of-funds structure.