

The Armory Hockey Development Center

Plan of Operation



Tony Donovan, Owner
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Executive summary

Total Development Hockey d/b/a The Armory Hockey Development Center is a limited liability company and first of its kind purpose-built hockey training facility in Wisconsin. Equipped with synthetic ice training areas that replicate refrigerated ice training environments at a fraction of the cost, and the latest innovations in hockey-specific training systems and tools, The Armory Hockey Development Center addresses a need in the Southeastern Wisconsin youth hockey market for a more accessible, affordable and holistic hockey training experience.

The target audience for The Armory Hockey Development Center is current and aspiring hockey players and coaches of all ages, ability levels, and backgrounds who want to explore the sport in a low risk setting and focus on fundamental skill development to supplement their on-ice training and long-term development. Given the projected growth of youth hockey, the scarcity and expense of available ice time, and the highest paying per player segment of the \$19 billion youth sports industry, there's a strong market to support a specialized hockey training facility in the Milwaukee market.

The Armory Hockey Development Center aims to provide an abundance of hockey-specific training methods and personalized instruction at a comparatively affordable price per session to the traditional on-ice only approach, offering a tiered membership pricing structure consistent to that of well-established hockey training centers across the country. The Armory Hockey Development Center will promote its services by offering introductory in-season pricing packages to local youth hockey associations and high-school programs, by advertising in local ice rinks and on youth association websites, via its own company website and social media channels, and through partnerships with the Milwaukee Admirals and University of Wisconsin Men's and Women's hockey programs.

The Armory Hockey Development Center is pre-launch currently, and projects earning over \$30,000 a month within the first year of launch. The business is run by its founder, Tony Donovan, who has extensive playing and coaching experience in the youth hockey industry and is an MBA trained business executive with marketing experience across several industries and with two Fortune 100 global corporations.

Company overview

Business structure

Total Development Hockey d/b/a The Armory Hockey Development Center will operate as a Limited Liability Company run by the founder and majority owner, Tony Donovan.

Nature of the business

The Armory Hockey Development Center is a hockey training facility that provides innovative hockey training aids, specialized programming, and elite-level instruction to hockey players and coaches. Our services include private and small group lessons, weekly skills clinics, strength and conditioning training, Spring/Summer camps, individual skills analysis, player and coaching consultation, training aid/facility rentals, open facility access (members only), skate sharpening and equipment cleaning, and access to the latest in hockey training aids.

The Armory Hockey Development Center is following an already existing business model, but will be the first of its kind in the Milwaukee area. Examples of successful and thriving hockey training centers in other U.S. metro markets include [Method Hockey](#) in Philadelphia (PA), [Battery Hockey Academy](#) in Columbus (OH), [Hockey Development Center](#) in San Diego (CA), and [Extra Hour Hockey Training](#) in San Jose (CA), to name a few.

Company Mission & Values

The Armory Hockey Development Center is purpose-built for hockey players and coaches to provide the most enjoyable and holistic hockey development experience possible, as a supplement to traditional on-ice training and competition, in an affordable and inclusive way, to foster long-term athlete and character development, physical and mental health and well-being, and life-long love and growth of the game of hockey.

The Armory Hockey Development Center's guiding principle is, "As many (hockey participants) as possible, for as long as possible, in the best environment possible."

The values The Armory Hockey Development Center lives by are:

- **Joy:** Extensive research has proven a strong correlation between enjoyment, intrinsic motivation, and talent development in any endeavor. To that end, The Armory strives to create the most enjoyable, fun-filled hockey training experience possible for our athletes.
- **Inclusion:** All current and aspiring hockey players have a place at The Armory, regardless of athletic ability, background, economic status, race or creed. Our inclusive approach ensures that each and every one of our Armory athletes is provided the absolute best opportunity for individual growth and development.
- **Athlete-centered:** We get to know our athletes on a personal level, tailoring our mentorship and training approach to meet their individual needs both on and off the ice. We empower our athletes to own their training experience, prioritizing their personal goals and supporting them every step of the way.
- **Development-driven:** We focus on the development process and journey, not the allure and "trap" of immediate outcomes and short-term results. We understand that development is not linear, embrace that each athlete's journey is unique, and allow them time and space to develop at their own pace.
- **Safety & Mutual Respect:** We ensure an environment of physical and psychological safety at all times. We maintain high and unwavering standards for mutual respect and sportsmanship. The Armory is a safe space for our athletes to be themselves, to experiment, explore, and test the limits of their physical and mental capabilities through the sport of hockey.

Industry

The Armory Hockey Development Center operates in the youth sports industry, an estimated \$19 billion industry with 60 million participants in the United States. Ice Hockey is one of the fastest growing segments of the industry with the highest per participant annual expenditure.

Background information

Tony Donovan, the founder of Total Development Hockey, LLC, has a long history in the youth hockey industry, as both a player and coach, and is a USA Hockey Level 5 certified coach, the highest level attained by only 10% of youth hockey coaches in the country. Professionally, he is an MBA trained Business Executive with Marketing experience across several industries and with two Fortune 100 global corporations, Caterpillar and General Electric. He is combining both passions to capitalize on an emerging niche market: purpose-built hockey training centers utilizing synthetic ice instead of high-cost, high-maintenance refrigerated ice, and state-of-the-art hockey training aids, to offer more affordable and individualized training and to capture demand caused by a lack of available ice time at local rinks.

Business objectives

Tony aims to have The Armory Hockey Development Center ready to launch by the start of the 2024-25 hockey season to capitalize on local youth associations' and high school programs' desire to incorporate off-ice training into their season curriculums and to address the inadequacy of available ice time. By working with the local associations and high school programs during the season, players, families, and coaches will gain exposure to The Armory Hockey Development Center, driving annual memberships.

After a year in business, Tony anticipates over \$400,000 in annual revenue from in-season agreements with local associations/high school programs, individual/family memberships, facility rentals, and specialized training clinics and camps. With this anticipated success, Tony plans to replicate the model in the hockey-rich area of Madison, WI and eventually to expand nationally into other established and emerging hockey communities to grow the game.

Team/Employees

Currently, Tony Donovan is the sole full-time employee of The Armory Hockey Development Center, but plans to hire a full-time Director of Hockey & Programming that is well-known and accomplished in the hockey industry, and a full-time Director of Strength and Conditioning to support daily operations and establish credibility.

Additionally, Tony will appeal to the large population of high school and college hockey participants in the area to offer full and part-time instructor positions, and will offer paid internships to local college students studying to become Athletic Trainers and Certified Personal Trainers.

Tony anticipates having 2-3 full-time, hourly employees (in addition to himself), as well as 5-10 part-time/seasonal hourly staff. Employment needs may increase as the business grows.

Products and services

The Armory Hockey Development Center is solving a specific problem – hockey players, families, coaches, and associations want a more accessible, affordable and holistic hockey training experience than is currently available via traditional on-ice only training options. Equipped with synthetic ice training surfaces that replicate traditional refrigerated ice training environments, modern and innovative hockey training systems and tools, and providing individualized and developmentally appropriate training by highly trained instructors, The Armory Hockey Development Center will offer a better, holistic hockey training experience than what exists in the Milwaukee market currently.

The Armory Hockey Development Center's Services include:

- Hockey-specific training aids (e.g., 80ft x 40ft synthetic ice rink/shooting range, RapidShot Hockey Training System, Sense Arena Virtual Reality cognitive training tool, Brrn Board slide boards, PowerSkater skating training system).
- Individual, small group, and team lessons.
- Specialized clinics and camps (both in-facility and at local ice rinks).
- Player evaluations/skills analysis.
- Weight training.
- Plyometric, agility, and speed training.
- Mental strength and mindfulness training.
- Rental of synthetic ice, turf, sport court, weight room for individual, small group & team training.
- Consultation (e.g., Video Review/Analysis, Training Plans, etc.).
- 3v3, floor hockey, and street hockey leagues.
- Try Hockey for Free, Learn-to-Skate, Learn-to-Play and 8U Development programs.
- Skate sharpening.
- SaniSport equipment cleaning.
- Stick taping and waxing.
- Merchandise and apparel for purchase.
- Inviting lobby/waiting area with comfortable seating and a concession stand offering gourmet coffee drinks, protein shakes/smoothies, soft drinks, beer, wine, and snacks for purchase.

Customer segmentation

The target audience for The Armory Hockey Development Center is current and aspiring hockey players and coaches of all ages, ability levels, and backgrounds who want to explore the sport in a low risk setting and focus on fundamental skill development not typically afforded to players during on-ice team-based training due to the hourly expense of ice time. Specifically, we specialize in offering a more accessible and lower cost alternative to on-ice only training for youth and high school aged players, elite level players, and coaches looking to offer their own programming and instruction in a more profitable way.

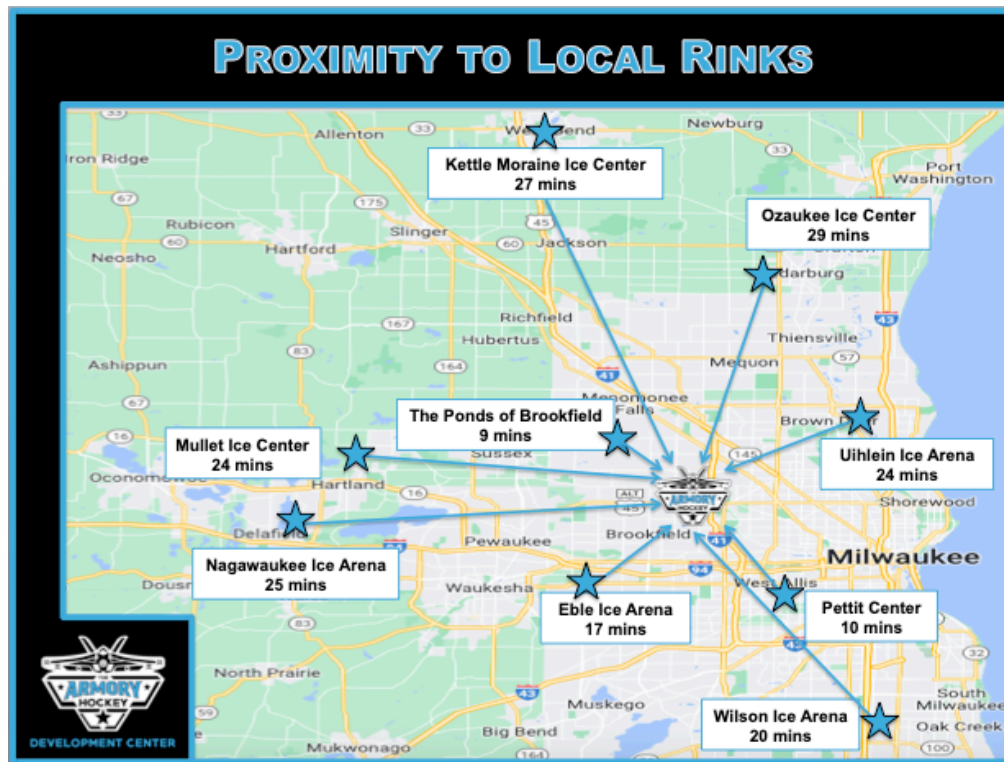
The most common customer is the hockey parent – typically ranging in age from 30-50 years, college educated, and generally affluent), of youth players ranging in age from 6 to 18 years old, looking for affordable, convenient, and consistent hockey-specific training that fosters long-term development and improvement. They are driven to afford their children every opportunity to advance and succeed in their areas of interest and tend to associate with like-minded individuals who also have children participating in youth hockey.

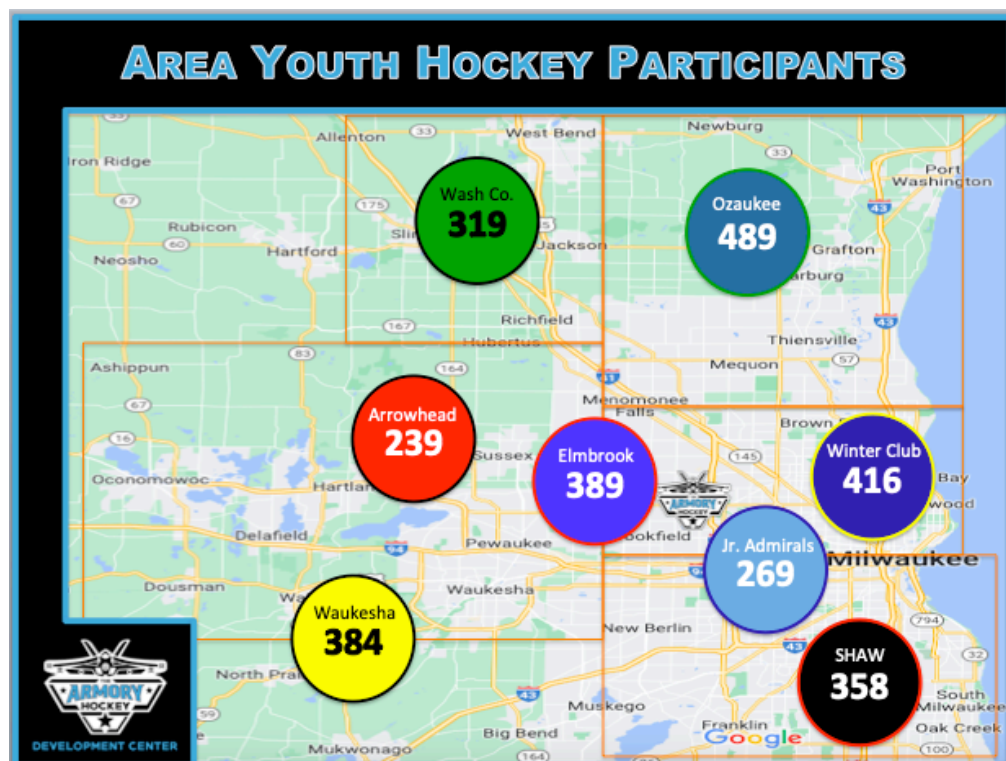
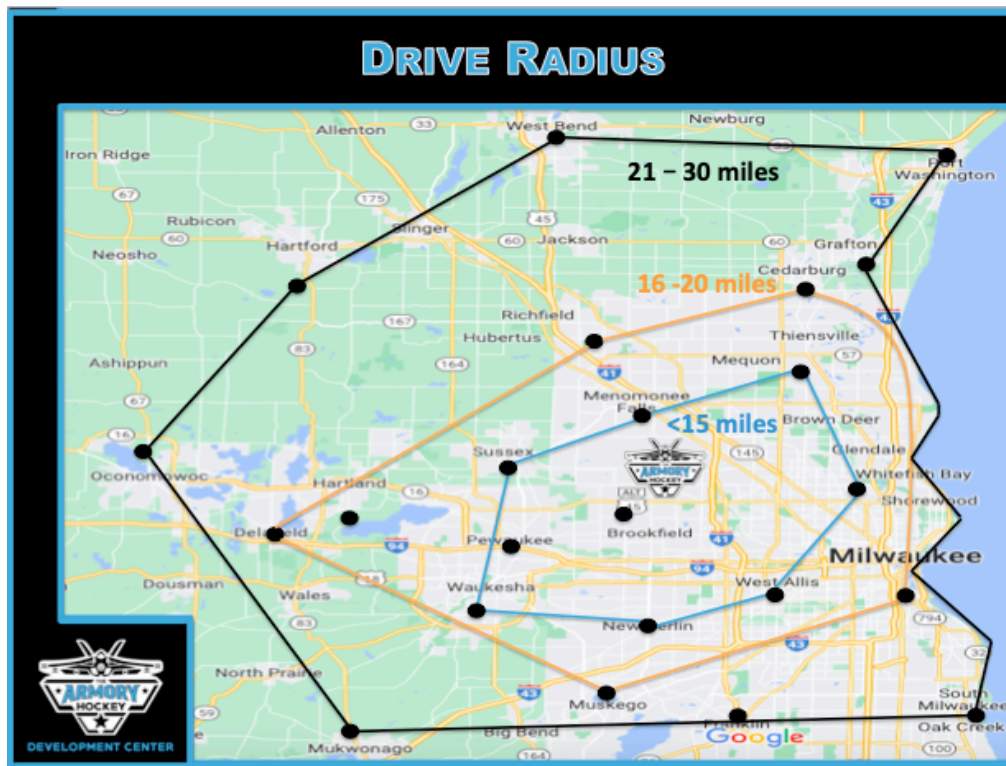
Logistics and operations plan

The logistics of establishing and delivering The Armory Hockey Development Center's services are an important factor in the business' projected success.

Location

The Armory Hockey Development Center will be located in Wauwatosa, WI, within a 20-mile radius of eight of the ten existing ice rinks in the greater Milwaukee area, including Naga-Waukee Ice Arena in Delafield (WI), Eble Park Ice Arena, The Ponds of Brookfield Ice Arena in Brookfield (WI), Howard G. Mullett Ice Center in Hartland (WI), the Ozaukee Ice Center in Mequon (WI), the Pettit Ice Center in West Allis (WI), the Uihlein Ice Arena in River Hills (WI), and the MSOE Kern Center in Milwaukee, WI. These facilities are home to nearly 2,200 registered youth and high school hockey players, which constitutes 75% of the total market in the Milwaukee area.





Suppliers

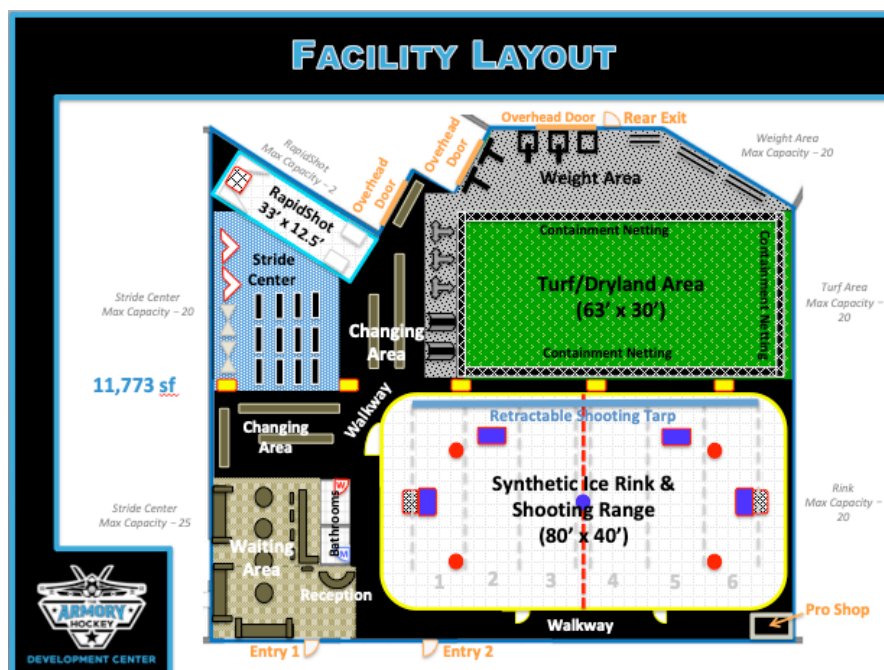
Tony is working with industry-leading suppliers in the hockey training tools and solutions space, and leading indoor athletic training facility suppliers, including the following:

- [KwikRink® Synthetic Ice Rinks](#) / [Global Synthetic Ice](#) – Leading suppliers of synthetic ice.
- [Wisconsin Sport Court](#) – Suppliers of indoor sport court playing surfaces and rubber flooring.
- [Athletica Sport Systems](#) / [Becker Arena Products](#) / [Rink Systems, Inc.](#) – Original Equipment Manufacturers (OEM) of hockey dasher boards & plexiglass.
- [RapidShot](#) – OEM of RapidShot patented hockey shooting system.
- [Sense Arena](#) – Producer and supplier of patented virtual reality hockey training tool.
- [GrassTex](#) / [On Deck Sports](#) – Supplier of indoor facility sport turf & netting.
- [Brrrn](#) – Producer and supplier of Brrrn Board slide boards that replicate skating stride.
- [Stryde Hockey](#) – Producer and supplier of Power Skater off-ice training system.
- [Rogue](#) / [Life Fitness](#) – Suppliers of high-quality weight and exercise equipment.

Facilities & Equipment

The Armory Hockey Development Center's facility is a differentiator for the business. It will be the largest purpose-built hockey training facility in Wisconsin, the only facility of its type in the State offering synthetic ice training surfaces that replicate traditional refrigerated ice training surfaces, the latest in hockey training tools and systems, large sport court area for floor/roller hockey activities and plyometric, agility, and speed training, a fully stocked weight area for weight training, and an inviting lobby/waiting area offering comfortable seating, multiple TVs, and small concessions area offering light snacks and beverages for purchase. Additionally, the facility will include a "pro shop" are offering skate sharpening, SaniSport hockey equipment cleaning system, and hockey accessories (e.g., stick tape, stick wax, skate laces, etc) and branded apparel for purchase.

Below is a proposed floor plan for the building at 12100 W. Wirth St, Wauwatosa (WI).



Hours of Operation

The Armory Hockey Development Center plans to operate according to the following hours of operation:

In-Season Hours (Sept – May)

- Monday – Friday: 2:00 – 10:00 PM (8:00 AM – 2:00 PM by appointment)
- Saturday – Sunday: 9:00 AM – 5:00 PM

Summer Hours (June – August)

- Monday – Friday: 8:00 AM – 10:00 PM
- Saturday – Sunday: 9:00 AM – 5:00 PM

Point of Sale

Customers will reserve and pay for training services in advance via The Armory Hockey Development Center's website. Sign-up priority for training sessions, lessons, specialty clinics, camps, and leagues will be based on membership level.

Purchases of food & beverages in the lobby area, Armory Hockey Training Center apparel/merchandise, skate sharpening, and stick tape & wax can be made in the facility.

If slots are available, in-facility purchases of additional training aid usage can also be made in-facility, however on-line reservation and payment will be preferred.

Inventory

Given the nature of the hockey training services provided, The Armory Hockey Development Center holds minimal inventory. The only supplies held in inventory include hockey tape and wax for sticks – a service provided to its members – and promotional apparel and merchandise for sale.