Trampoline Park Business Plan

Tagus Jump
Alfragide Lisbon

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This plan evaluates one proposed indoor trampoline park and the finance needed to open it. It is for the prospective owner and finance reviewer. Evidence, planning assumptions and uncompleted approvals are distinguished throughout. Figures are illustrative forecasts, not trading results.

The decision is conditional on paid demand validation, an approved safety design, suitable premises and adequate funding. The Excel workbook recalculates one active case. Scenario comparisons are dated snapshots and require refresh after input edits.

01 / BUSINESS PLAN

Executive summary

Decision and proposal

Tagus Jump is a proposed single-site indoor trampoline park in Alfragide, in the Lisbon metropolitan area. A 1,600 m² leased building would contain four monitored jump zones, separate party rooms, reception, lockers and packaged refreshments. Families with children aged six and above, birthday organisers and school groups are the initial audience. The working name, exact premises and April 2027 opening date remain unconfirmed.

The decision is conditional. Established operators already serve this corridor. We need a suitable building, independently approved safety design, insurance and a paid-demand trial before any lease or equipment order. The forecast includes paid owner management and a fixed safety roster. It does not treat waivers as a substitute for safe operation.

Base forecasts €915,963 net sales and €8,600 year one net profit. Proposed funding is €22,063 below the startup requirement including reserve; actual opening cash is €127,937. Downside needs €426,854 additional funding to avoid negative cash. Proceed only after evidence and a funding solution.

Decision metric	Model output
Startup requirement incl reserve	€1,222,063
Proposed owner equity and loan	€1,200,000
Reserve shortfall	€22,063
Base minimum cash	€127,937
Downside minimum cash	(€426,854)

02 / BUSINESS PLAN

Business details

Single site operating scope

A Portuguese private limited company is the proposed vehicle, subject to accountant and legal review. Tagus Jump would sell timed admission, birthday packages and small retail add-ons in euros. No membership, coaching qualification, café kitchen, overnight service or expansion is included. The owner and beneficial ownership details are to be supplied by the applicant.

The Alfragide brief targets a practical family access area adjoining Lisbon and Amadora. We will validate parking, pedestrian access, bus connections and the catchment for each shortlisted building. No lease, registration, lender approval or trading-name clearance is represented as complete.

03 / BUSINESS PLAN

Business concept and objectives

Timed sessions with a controlled safety envelope

The proposed opening pattern is seven days per week, eight hours per day, with two inspection closure days per month. General admission is one hour. A party reserves one court for 90 minutes and admits 12 guests. Different ages and abilities use separated sessions where the design and insurer require them. Children under six are excluded from the initial offer pending a separate risk assessment.

Before launch we will prove the building and unit economics, obtain required approvals, recruit trained cover and run supervised trials. Within the first year the owner will track admissions, party conversion, repeat bookings, safety incidents, gross contribution and closing cash monthly. Expansion requires evidence of profitable demand and safe staffing.

04 / BUSINESS PLAN

Business model canvas

Revenue depends on a finite supervised resource

Families and group organisers buy a reliable indoor activity and an understandable booking experience. The primary channels are an owned booking page, reception, school enquiries and local parent discovery. Customer relationships centre on clear rules, accurate availability, prompt refunds under the published policy and repeat party referrals.

The key activities are inspection, briefing, supervision, booking control and cleaning. Courts, trained monitors and the approved premises are the essential resources. Equipment suppliers, an independent inspector, an insurer and schools are prospective partners. Revenue comprises regular admission, birthday guests and ancillary retail. Rent, safety payroll and capital replacement dominate costs.

Business model canvas

Partners Inspector, insurer, equipment supplier and prospective schools	**Activities** Inspect, brief, supervise, book and clean	**Value** Clear timed family activity and hosted parties
Resources Approved courts, trained people and safe premises	**Relationships** Rules, service recovery and repeat booking	**Channels** Owned booking, reception and group enquiries
Segments Families, birthday organisers and schools	**Costs** Safety payroll, rent, capital and maintenance	**Revenue** Admissions, party guests and ancillary retail

Source: author proposed concept and operating analysis. Customer needs and business advantages require validation.

05 / BUSINESS PLAN

SWOT and longer term goals

Strengths remain proposed rather than proven

The planned advantage is a smaller, clearly booked experience with party rooms and visible monitoring. Weaknesses are substantial capital needs, a new brand and dependence on the owner for management. Opportunities include structured school visits during quieter periods and birthday repeat referrals. Threats include established parks, household budget pressure and any serious injury or equipment closure.

We will avoid claiming superior safety or demand before tests. The first long-term goal is a stable inspected operation with positive cash after wages, tax and debt service. A second site is outside this model and would require a separate catchment study, management bench and capital approval.

SWOT provisional findings

Strengths Proposed simple booking and defined party hosting	**Weaknesses** New brand, capital burden and owner dependence
Opportunities School pilots and quieter period family demand	**Threats** Established parks, weak conversion and injury closure

Source: author proposed concept and operating analysis. Customer needs and business advantages require validation.

06 / BUSINESS PLAN

TOWS strategy matrix

Match each weakness to a practical response

Use clear booking windows and party hosting to test the family occasion without competing on the largest attraction count. Pair quiet-period school pilots with explicit attendance controls. Use the fixed safety roster to support a credible operating promise, subject to inspector and insurer acceptance.

Obtain competing equipment and insurance quotes before a lease commitment. Retain cash reserves for closures and mat replacement. If demand is weaker than the Downside case, reduce the leased footprint or stop the project before build-out; supervision must not be cut merely to meet a profit target.

TOWS actions before investment

Strength and opportunity Test party proposition with paid reservations	**Weakness and opportunity** Use school pilots before installing a large footprint
Strength and threat Preserve supervision and inspect every operating day	**Weakness and threat** Conditional lease, multiple quotes and cash reserve

Source: author proposed concept and operating analysis. Customer needs and business advantages require validation.

07 / BUSINESS PLAN

Owner and management

Accountability belongs to a named operator

The owner-manager is a proposed paid role working 45 hours per week. The model budgets €2,800 standard monthly gross remuneration with 14 annual payments spread into monthly cash and expense. This is real modelled pay rather than a residual profit withdrawal. The actual owner identity, qualifications and net payroll treatment require confirmation.

A paid shift lead manages service, daily inspection records, staff deployment and incident escalation. Court monitors control the jump zones; reception and cleaning staff handle entry, retail and reset. An accountant, safety inspector and maintenance specialist provide external support without replacing the operator's accountability.

Reporting hierarchy



Source: proposed roles and model version 1.0 Payroll. Staffing and owner identity remain unconfirmed.

08 / BUSINESS PLAN

Owner and key personnel profiles

Recruit against the required duties

No founder experience or credentials have been supplied. The owner must demonstrate commercial management, cash control and the ability to implement the safety system. The shift lead requires documented competence in emergency response, team direction and incident reporting. The independent inspector’s competence and insurance must be checked.

Court monitor recruitment will test communication, rule enforcement, age-appropriate supervision and first-aid readiness. Staff must complete supplier-specific equipment training and paid practical assessments. The plan records roles and selection standards, not fictional named biographies.

09 / BUSINESS PLAN

Target customers

Focus on occasions and access

The primary audience is families seeking an indoor one-hour activity for school-age children. The party audience comprises parents who want a clear per-guest package, a reserved room and predictable timing. Secondary groups are schools, clubs and holiday programme organisers able to bring a named responsible adult and comply with session rules.

Teen sessions are a possible quiet-period test, not a separate unlimited admission product. The plan excludes unsupervised small children and specialist acrobatics from the launch. The final address must support convenient family arrival without unsafe crossing or excessive parking congestion.

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Segmentation targeting and positioning

Prioritise families and birthdays

Segments differ by purchase decision and resource use. General families book individual or family tickets. Organisers buy parties and reserve court time. Schools seek off-peak group pricing and risk documentation. Teenagers may value an evening slot but bring a different supervision and marketing need.

The first target is families and birthday organisers within practical driving or transit access of Alfragide. Proposed positioning is a clear timed booking with manageable group sizes and visible supervision. It must be validated through interviews, trial reservations and competitor visits; no current customer preference is asserted.

Segmentation targeting and positioning



Source: author proposed concept and operating analysis. Customer needs and business advantages require validation.

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Value proposition canvas

Remove booking and arrival friction

A parent’s job is to choose an activity, understand the total cost and get the family through arrival without uncertainty. Potential difficulties are hidden sock charges, crowded sessions, unclear age rules and party planning effort. Desired outcomes are understandable capacity, a timely session and an easy package decision. These are hypotheses for interviews.

The proposed response is a total-price booking summary, disclosed age and clothing requirements, arrival guidance, capacity-controlled sessions and a named party host. Clear cancellation and incident procedures support trust. We will test whether parents value these benefits enough to book again rather than infer satisfaction.

Value proposition canvas

Customer jobs Choose indoor activity and organise a birthday	**Customer pains** Hidden costs, crowded sessions and arrival delays are hypotheses	**Customer gains** Predictable total price, timing and easy booking are desired outcomes to test
Products and services Timed family admission and hosted party package	**Pain relievers** Published inclusions, approved capacity and arrival guidance	**Gain creators** One organiser contact, session reminders and prompt service recovery

Source: author proposed concept and operating analysis. Customer needs and business advantages require validation.

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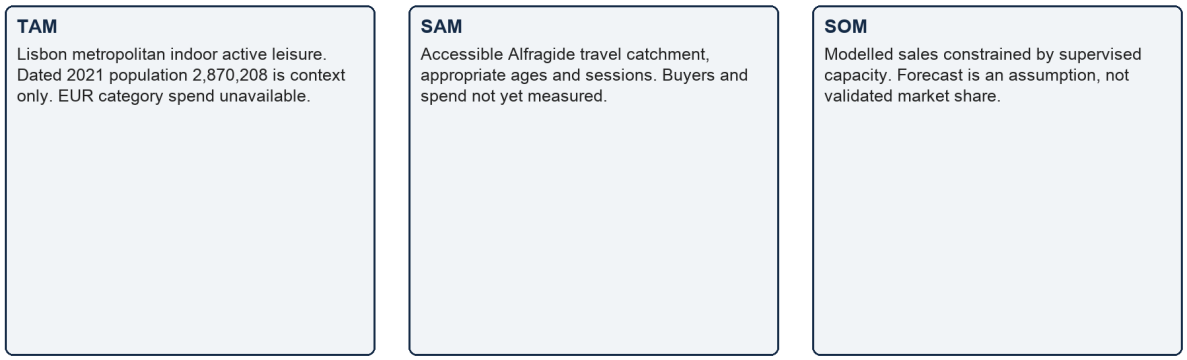
Market size and trends

Separate geography from spend

The official 2024 metropolitan transport report cites 2,870,208 residents in the Lisbon metropolitan area using the 2021 Census. This is a dated geographic population anchor only. TAM would be annual spend on indoor trampoline and comparable active leisure across that metropolitan area. SAM would restrict that spend to the accessible Alfragide catchment, suitable ages and proposed sessions.

No reliable category spend, buyer incidence or measured travel catchment has been collected. TAM and SAM in euros are therefore unavailable. SOM is the model's capacity-constrained sales hypothesis, not validated market share. Obtain school-age population, travel-time mapping and willingness-to-pay evidence before calculating market penetration.

Market scope and unavailable spend estimates



Source: R9 metropolitan report, 2021 Census population. Category spend and catchment buyers unavailable.

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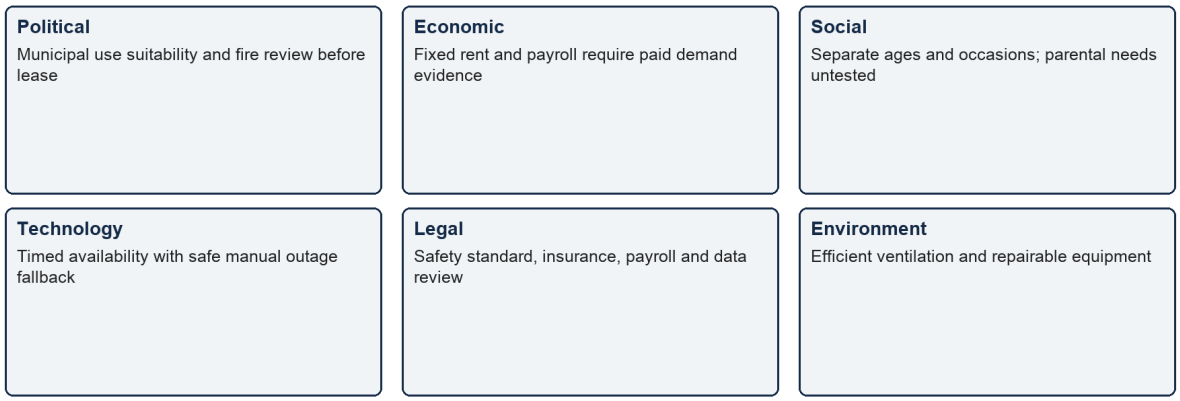
PESTLE analysis

Local requirements shape the economics

Political and legal factors include municipal use suitability and the fire safety process. Economic factors include rent, family discretionary spending and wages. The 2026 official minimum is €920 per standard month; the planned 2027 hiring rate must be checked at recruitment. Social factors include family group occasions and age separation.

Technology enables timed booking and controlled entry but needs fallback procedures. Environmental choices include efficient lighting and ventilation, repairable mat systems and retail waste control. Safety standards and insurance requirements determine the actual capacity; the model’s 16 jumpers per monitor is a provisional management limit, not a quoted legal rule.

PESTLE operating implications



Source: R3 to R8 official wage, contribution, tax, safety and fire context, reviewed 3 October 2026.

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Local demand and evidence

Demand is not yet observed

Official operator pages establish existing family leisure competition in the corridor. They do not establish unmet demand for Tagus Jump. No paid trial, footfall count, interview sample, enquiry log or actual occupancy has been collected. The financial visits are assumptions constrained by operating capacity.

Research will cover six weekday and six weekend observation windows, at least 30 parent interviews and ten school or club organiser discussions. These are research targets rather than completed samples. Record travel origin, acceptable total price, preferred time, repeat intent and paid conversion. Report negative findings as well as positive responses.

Demand evidence to collect



Source: R1 JumpYard and R2 Feijão Verde official pages, accessed 3 October 2026. Research targets are proposed.

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Competitors and positioning

Established alternatives require a clear reason to visit

JumpYard Lisboa in Carnaxide publishes individual, family, group, party and younger-child products and long daily hours. Its breadth creates a strong existing alternative. Feijão Verde’s official Alfragide page establishes a nearby family leisure competitor. No current readable Feijão Verde prices or independent ratings were captured.

Tagus Jump cannot claim a larger attraction range or superior safety. Its hypothesis is simpler timed booking and a smaller controlled party experience. Compare like-for-like duration, inclusions, age rules, socks, parking and cancellation terms at the site stage. Prices below were reviewed on 3 October 2026 and can change.

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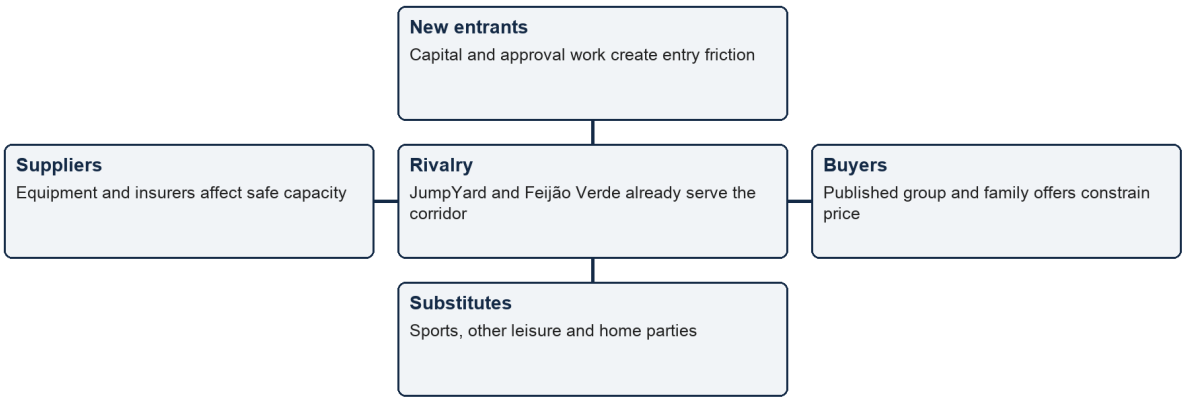
Porter five forces

Tie pressure to a concrete operating response

Rivalry is material because JumpYard and Feijão Verde already serve the western Lisbon corridor. Buyer alternatives and published family/group discounts constrain proposed pricing. Equipment and liability insurance suppliers can influence costs and approved capacities. Fixed build-out and approval work create entry friction.

Substitutes include other family leisure, sports and home parties. The response is to test the target occasion, obtain several supplier and insurer offers, preserve cash for downtime and avoid investment until paid demand justifies the site. The diagram and adjacent table distinguish observed evidence from operating hypotheses.

Porter five forces



Source: R1 and R2 competition; R7 safety standard and R8 fire review. Other pressures are planning hypotheses.

Force and evidence	Operating response
Rivalry R1/R2 local parks	Test a distinct family/party occasion
Buyers R1 family/group prices	Show total price and test conversion
Suppliers estimates unquoted	Obtain competing equipment/insurance scopes
Entry approvals/capital R7/R8	Conditional site review before investment
Substitutes hypothesis	Ask parents about real alternatives

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Strategy canvas

Compare observable offer dimensions

The strategy canvas uses an author assessment of documented product presence, not consumer ratings. JumpYard explicitly publishes broad activities, family tickets, groups, parties and extended daily hours. Tagus Jump's proposed emphasis is transparent arrival instructions, session capacity and a contained party package; its execution remains untested.

A numeric customer preference score would be misleading without research. The canvas therefore marks confirmed competitor offer versus proposed Tagus Jump offer across common dimensions. Feijão Verde is an observed alternative but omitted from price scoring because comparable current detail was not readable.

Strategy canvas documented versus proposed

Timed admission JumpYard documented. Tagus Jump proposed.	**Family and group offer** JumpYard documented. Tagus Jump proposed.	**Wide attraction range** JumpYard documented. Tagus Jump smaller brief.
Party hosting JumpYard documented. Tagus Jump proposed.	**Long daily opening** JumpYard documented. Tagus Jump 8 hours proposed.	**Clarity and capacity** Tagus Jump emphasis; performance untested. No consumer score.

Source: R1 official offer, accessed 3 October 2026, and author proposed launch scope. No consumer scores.

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Location and premises

Make use suitability a lease condition

The site brief is approximately 1,600 m² with adequate clear height, structurally suitable floor and anchors, separate reception and party rooms, toilets, emergency routes and controlled entrances. It needs safe access, practical parking, ventilation and electrical capacity. Four jump zones and 48 concurrent jumpers are provisional design limits.

Commission measured drawings, structural and fire assessments, accessibility review and municipal activity classification. Negotiate permitted use, inspection access, repairs, reinstatement, rent-free build period and break conditions. The €16,000 monthly net rent and €48,000 refundable deposit are estimates, not agreed terms.

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Equipment and resource plan

Safety assets need an independent acceptance test

Budgeted assets are fit-out, trampoline courts, airbag and landing systems, party furniture and lockers, booking hardware, safety systems and contingency. Supplier quotes must state installation, testing, delivery, warranty, maintenance intervals, spare parts and applicable standards. No quotation is represented as obtained.

Independent acceptance should confirm the installed equipment and procedures before opening. Inspect mats, springs, padding, anchors, boundaries and landing areas daily and close affected zones immediately. Capital safety replacement is budgeted at operating month 24 separately from routine monthly maintenance.

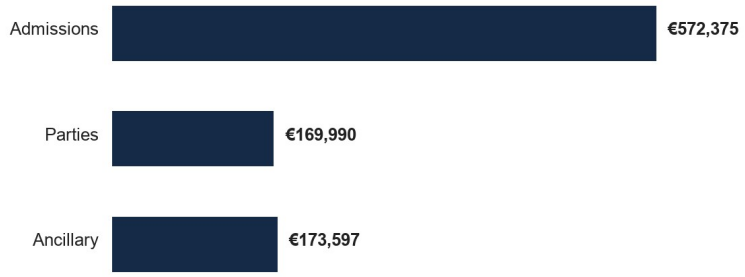
Admission and product strategy

Admission products at launch

Launch products are one-hour individual, family per-person, group and quieter session admissions plus a 12-guest birthday package. Family and group mix refers to guests, not transactions. A birthday guest is not counted again as a general-admission guest. All guests share a finite jumper-hour pool.

Packaged refreshments and grip socks form a limited ancillary offer with €3.50 average gross sales per guest as a hypothesis. The party ticket includes snack direct costs. No kitchen or alcohol is planned; food registration, allergens and final tax classification still require review. No unlimited membership is offered.

Year one net sales mix



Source: model version 1.0, Base unless cases stated, EUR and 36 operating months from April 2027. Forecast assumptions, not observations.

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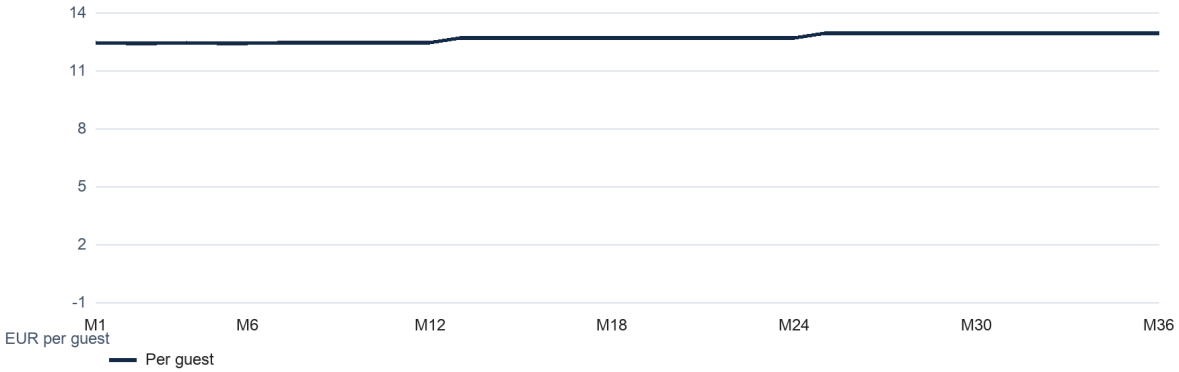
Pricing and guest economics

Use gross customer prices and net contribution

Proposed gross prices are €15 individual, €11.25 family per guest, €13 group, €12 quiet session and €24 party per guest. The regular admission mix is 50%, 25%, 15% and 10% respectively. These are planning prices anchored to a local comparator but not evidence of achievable conversion.

The model separates VAT, retail and party direct costs, product waste, cleaning supplies and card charges. Gross receipts are not net revenue. Parties reserve one court for 90 minutes, displacing general admission jumper-hours. The blended contribution per guest varies with ticket mix and party share; break-even uses the active blended contribution.

Contribution April 2027 to March 2030



Source: model version 1.0, Base unless cases stated, EUR and 36 operating months from April 2027. Forecast assumptions, not observations.

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Competitor price comparison

Review comparable products and inclusions

JumpYard's official page lists one-hour individual admission at €15 and a family-of-four ticket at €45. A group of ten or more receives a €2 per-person discount. Reusable grip socks are €3 extra. Its weekday two-hour promotion excludes public holidays and school breaks. These are page observations accessed 3 October 2026.

Tagus Jump mirrors comparable entry anchors for planning, but its proposed party and ancillary prices are independent estimates. Feijão Verde's Alfragide page could not provide readable current prices, so none are quoted. Confirm final ticket inclusions and tax treatment before claiming a saving or advantage.

Product	JumpYard official gross	Tagus Jump proposed gross
Individual 1 hour	€15	€15
Family 4 guests	€45	€45 equivalent
Group10+ per guest	€13 equivalent	€13
Reusable socks	€3 extra	Ancillary basket average €3.50
Feijão Verde Alfragide	Current readable price unavailable	No price comparison

Brand and customer experience

Make rules and the total price visible

Tagus Jump is a working name subject to clearance. The booking flow should show age rules, session length, available places, total family price, socks, arrival time and refund terms before payment. Reception verifies the responsible adult and completes the safety briefing before a guest reaches a jump zone.

The service standard is calm rule enforcement, no overselling of places and clear escalation. Party organisers get one point of contact and a timed schedule. Staff record complaints and incidents independently of marketing reviews. No customer satisfaction or rating has yet been measured.

Sales channels and process

Control one live availability pool

An owned booking page and reception share the same timed inventory. School and party enquiries convert to a dated booking only after capacity and staffing checks. The launch forecast assumes payment and service in the same month, no receivables and no gift-card or membership liabilities.

Advance deposits would require a deferred-revenue schedule and revised cash model before launch. Staff must not promise a party without reserving its court time. Payment failure, entry fallback, outage and refund procedures require dry runs; booking software is not permitted to override approved physical or monitor capacity.

Launch marketing

Spend against measurable paid conversion

Preopening brand and campaign cost is €12,000 net. Ongoing monthly marketing is €2,500 in Base and Downside and €3,000 in Upside. Proposed channels are local search, school outreach, parent groups and a small paid trial campaign. Contacts and endorsements are not represented as agreed.

Use a distinct booking code for each channel and report enquiries, reservations, paid attendance and contribution after acquisition cost. Avoid incentives that fill already constrained peak sessions with low-contribution tickets. Stop or revise a campaign when paid conversion fails to cover its variable cost and targeted margin.

Retention and ongoing sales

Make repeat attendance observable

Ask consenting families for repeat booking permission, record reattendance by booking ID and offer quieter sessions only within safe capacity. Birthday follow-up may encourage a second occasion, but no retention percentage is asserted. Customer data must be limited to a defined purpose and retention period.

Track repeat guests, party referrals, refund reasons and contribution by channel monthly. A discounted ticket must still contribute after direct costs and card fees. The model’s annual volume growth is a hypothesis; remove it if cohort evidence does not support it.

Daily operations and suppliers

Close any unsafe equipment immediately

Before opening, the shift lead checks courts, landing zones, padding, access barriers, emergency paths and booking availability. Monitors complete briefings and watch assigned zones without being diverted into retail work. Reception handles tickets and cleaning staff reset facilities under a documented checklist.

The supplier plan needs a primary equipment maintainer, spare-part access, inspection support and packaged food/retail backup. Record faults and quarantine the affected area. Emergency procedures cover first aid, ambulance access, evacuation, child safeguarding and incident preservation. Maintain a written reopening decision after faults.

Sustainability practices

Measure practical resource use

Meter electricity and water where feasible and record monthly consumption alongside operating hours and guests. Specify efficient lighting and ventilation without compromising air quality. Maintain and replace mats and padding according to safety instructions rather than extending life to meet a budget.

Retail controls focus on reusable socks, segregated recycling, packaged-food waste and stock rotation. Procurement will compare repairability, spare parts and disposal routes. There is no measured emissions baseline or certification claim; targets should follow the first six months of reliable operating data.

Staffing and training

The roster determines supervised capacity

Base paid weekly cover is 40 lead hours, 210 court-monitor hours and 90 reception/cleaning hours. At 56 open hours a week and a 1.25 relief factor, 210 monitor hours support three concurrent monitors. The provisional maximum of 16 jumpers per monitor gives 48 concurrent jumpers, also capped by physical capacity.

At €12 lead and €8 other hourly gross wages, the model includes 14 annual pay periods, 23.75% employer contributions and paid owner management. Paid employee FTE is hours divided by 40, not rounded headcount. Recruit enough people for weekends, breaks, leave and sickness; named headcount and shift design remain to confirm.

Staff skills and fair work

Pay for training and define escalation

Each employee needs a written role, lawful contract, recorded hours, scheduled breaks and paid training. Recruitment must confirm applicable minimum wage and employment classification at 2027 hiring. The €8 hourly base is above the reviewed 2026 general floor but is not a guarantee of later compliance.

Training covers age separation, one-jumper rules where applicable, briefing, first aid, incident reporting and respectful enforcement. Only authorised technicians undertake technical maintenance. The lead controls zone closures; staff should never improvise safety changes to keep a booked session running.

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Legal and insurance requirements

Confirm local classification before commitments

Engage the municipality and a qualified designer to establish permitted building use and the exact activity approval path. Fire safety measures and inspections depend on risk classification and municipal/ANEPC responsibilities. The ISO 23659 trampoline park safety standard provides a technical reference; compliance needs appropriate specialist review.

Obtain liability, accidents-at-work and property/business interruption advice with clear exclusions, approved equipment and supervision conditions. Review consumer information, complaint book, GDPR, food handling, music licensing and employment duties. This is an action list, not a legal conclusion that the proposed site is authorised.

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Opening roadmap

Stage spending behind evidence

First complete catchment research and paid trial validation. Next shortlist buildings and commission use, structural and fire reviews. Obtain equipment and insurance offers, revise the model and secure finance. Only then agree a conditional lease and the approved design. No stage is currently represented as complete.

Build and inspect the site, recruit and train the team, test booking controls and conduct supervised soft-opening sessions. April 2027 is an illustrative start date, and Downside assumes two months of delay. Delay adds preopening rent and interest; it must be reflected in cash rather than hidden in a later sales ramp.

Gate	Required before next commitment
Evidence	Paid demand and acceptable conversion
Site	Use structural fire access assessment
Finance	Quotes equity and signed lender terms
Operation	Inspection trained cover and soft opening

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Risks and management actions

Stop when a required condition fails

A safety event can close a zone or the whole park. Inspect and quarantine faults, document incidents, train cover and obtain appropriate insurance. Weak demand can leave fixed payroll and rent uncovered. Test paid attendance before commitment and preserve the Downside case as a genuine loss/funding test.

Build delays, unexpected site works and insurance exclusions can increase startup cash needs. Obtain dated quotes and conditional lease protections. The owner may be absent; designate trained lead cover. Regulatory classification, payroll status and tax treatment remain outstanding. No mitigation is represented as completed merely because it is listed.

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Research and evidence

Keep official context separate from assumptions

The retained evidence register records official competitor pages, the 2026 minimum wage, general social contributions, VAT and IRC guidance, ISO safety scope, ANEPC inspections and a dated metropolitan population reference. Sources were accessed on 3 October 2026. Prices and rules must be rechecked before launch.

No source establishes Tagus Jump’s attainable demand, approved safety capacity, founder competence, rent or funding. Site counts, parent interviews, paid trials, municipal advice, independent inspection and quotations remain open. Record dates and methods so later model inputs can be traced to actual evidence.

R1 JumpYard Lisboa prices https://jumpyard.pt/lisboa/precos/

R2 Feijão Verde Alfragide https://feijao-verde.com/pt/alfragide/precario/funpark/

R3 Portugal 2026 minimum wage https://portugal.gov.pt/en/gc25/communication/news/government-increases-minimum-wage-to-920-euros-in-2026

R4 Employer social security contributions https://www.gov.pt/servicos/obter-informacoes-sobre-as-contribuicoes-para-a-seguranca-social-pagamento-de-entidade-empregadora-por-trabalhador-por-conta-de-outrem

R5 VAT Code article 18 https://info.portaldasfinancas.gov.pt/pt/informacao_fiscal/codigos_tributarios/civa_rep/Pages/iva18.aspx

R6 IRC Code article 87 https://info.portaldasfinancas.gov.pt/pt/informacao_fiscal/codigos_tributarios/CIRC_2R/Pages/irc87.aspx

R7 ISO 23659 trampoline park safety https://committee.iso.org/standard/76556.html?browse=tc

R8 ANEPC inspections https://prociv.gov.pt/pt/seguranca-contra-incendio/servicos/vistorias/

R9 Lisbon metropolitan public transport report 2024 https://www.amt-autoridade.pt/media/5231/rel_5tml_2025_reg1370_2024-1-1.pdf

Quotes and assumptions

Replace estimates before committing

All rent, utility, equipment, insurance, marketing, direct cost and lender values are selected planning assumptions. No supplier quotation, signed lease or finance offer has been obtained. The financial reference supplied structure and capacity ideas rather than local cost evidence.

Request at least three equipment scopes and two suitable insurance offers where the market permits. Require comparable inclusions, inspection responsibility, delivery times and spare parts. Confirm owner equity evidence, household budget and payroll treatment. Rebuild all cases and financial visuals after replacing inputs.

Model guide and completion

Use one retained forecast build

Blue cells are editable assumptions, black formulas calculate within a sheet and green formulas link sheets. The Assumptions case selector chooses 1 Base, 2 Downside or 3 Upside. Dashboard and monthly statements update with the selected case. Scenarios is a captured comparison with an input-level stale flag.

The retained build_model.mjs is version 1.0. To rebuild, transfer any workbook input edits to the builder, recapture all cases, restore Base and regenerate model-results.json and the Word financial section. The builder does not import edited XLSX. Check cash, balance sheets, supervision, asset lives and funding needs before using results for a decision.

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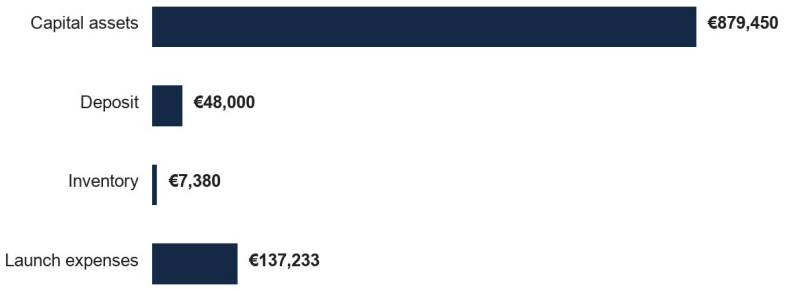
Startup costs and funding

Reserve is cash rather than an expense

Startup uses include capital assets, refundable deposit, retail inventory and launch expenses. The cash requirement includes recoverable VAT paid to suppliers and a €150,000 target opening reserve. Proposed sources are €700,000 owner equity and a €500,000 loan. Neither funding source is secured.

The model shows the sources less requirement and actual opening cash, with no balancing injection. VAT refunds are not assumed. A credit may offset future VAT but does not fund immediate build costs. The final commitment decision must cover both startup uses and the lowest operating cash balance in the three cases.

Preopening gross cash uses



Source: model version 1.0, Base unless cases stated, EUR and 36 operating months from April 2027. Forecast assumptions, not observations.

Funding item	Amount
Owner equity	€700,000
Borrowing	€500,000
Total funding sources	**€1,200,000**
Total funding uses	**€1,222,063**
Reserve shortfall	€22,063

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Itemized startup costs

Obtain specifications and dated quotations

Capital estimates are €220,000 fit-out, €300,000 courts, €60,000 landing systems, €35,000 furniture/lockers, €10,000 hardware, €25,000 safety systems and €65,000 contingency. The contingency is assumed spent and capitalised, not held as spare cash. Useful lives range from 36 to 120 months.

The refundable rent deposit is €48,000 and opening retail stock €6,000. Design/legal/inspection is €18,000, campaign €12,000 and paid recruitment/training €18,000 net, plus preopening rent, arrangement fee and interest. These are author estimates, not supplier quotes. Downside increases capital by 15% and extends preopening costs.

Use	Net	VAT	Gross cash
Premises fit-out	€220,000	€50,600	€270,600
Trampoline courts	€300,000	€69,000	€369,000
Airbag and landing systems	€60,000	€13,800	€73,800
Party furniture and lockers	€35,000	€8,050	€43,050
Booking and POS hardware	€10,000	€2,300	€12,300
Safety and fire systems	€25,000	€5,750	€30,750
Capital contingency	€65,000	€14,950	€79,950
Refundable rent deposit	€48,000	–	€48,000
Opening retail inventory	€6,000	€1,380	€7,380
Design legal permits inspection	€18,000	€4,140	€22,140
Brand and opening campaign	€12,000	€2,760	€14,760
Paid training recruitment	€18,000	–	€18,000
Preopening rent	€64,000	–	€64,000
Loan arrangement fee	€7,500	–	€7,500
Preopening loan interest	€10,833	–	€10,833
Total preopening spending	**€899,333**	**€172,730**	**€1,072,063**

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Owner personal survival budget

Include real remuneration before profit

The illustrative monthly household budget is €1,100 housing/utilities, €350 food, €180 transport, €100 health/insurance and €370 personal/contingency. No other net income is assumed. This €2,100 requirement is not the actual applicant household budget and must be replaced before finance submission.

The model pays €2,800 standard monthly gross salary with 14 annual payments, plus employer social contribution. A 75% net retention assumption estimates household take-home; it is not an income tax calculation. Owner expenses are private budget inputs, not additional business expenses. No dividends or unpaid owner labour is assumed.

Household item	Amount
Housing utilities	€1,100
Food	€350
Transport	€180
Health insurance	€100
Personal contingency	€370
Total personal expenditure	**€2,100**
Estimated monthly net pay	€2,450
Net budget surplus	€350

Financing terms and security

Treat the loan as a proposal

The €500,000 loan assumption uses 6.5% annual interest, 84 months of equal principal and six operating months of principal grace. Interest is paid from preopening onward. The arrangement fee is 1.5%, expensed at startup. No lender has approved these terms or collateral.

Equipment may be offered subject to title, valuation and enforcement rights. Personal guarantees remain unknown. Present realistic supplier invoices, owner equity evidence and downside cash needs to a lender. Replace the forecast with an actual debt schedule when an offer exists; principal repayment reduces cash and debt rather than profit.

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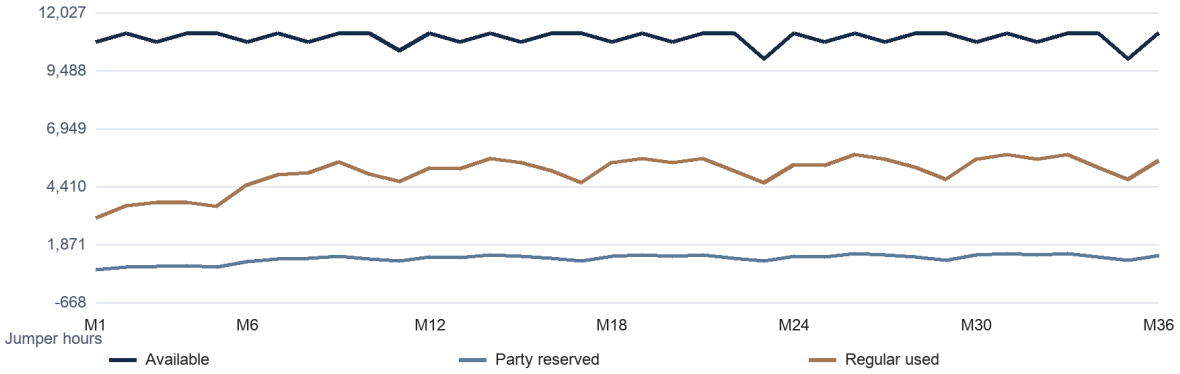
Revenue forecast and capacity

Reserve parties before general admission

The Base mature regular admission hypothesis is 180 guests per day, opening at 60% and reaching full demand over nine months. Mature parties are 2.5 per day with 12 guests each. Seasonality is editable by calendar month. These inputs are assumptions rather than observed attendance.

Monthly supervised jumper-hours equal the lesser of physical and staffed occupancy times open hours and trading days. Parties reserve a court for 90 minutes before one-hour regular sessions fill the balance. Both party bookings and regular guests are capacity capped. The model reports unserved demand explicitly and excludes expansion.

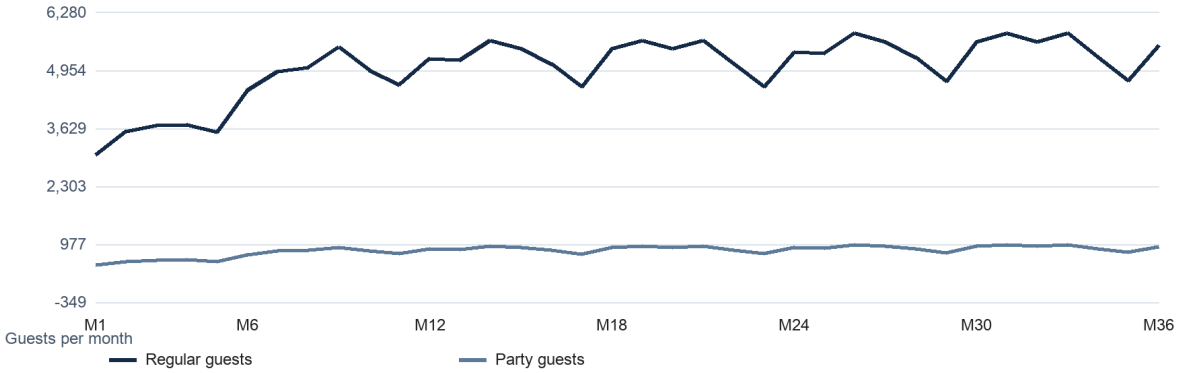
Supervised jumper hours April 2027 to March 2030



Source: model version 1.0, Base unless cases stated, EUR and 36 operating months from April 2027. Forecast assumptions, not observations.

Operating year	Year 1	Year 2	Year 3
Net sales	**€915,963**	**€1,129,568**	**€1,186,914**
Total guests	61,007	73,757	75,978
Parties	726	878	905
Unserved regular guests	0	0	0

Attendance hypothesis April 2027 to March 2030



Source: model version 1.0 Base; assumed demand, no observed attendance.

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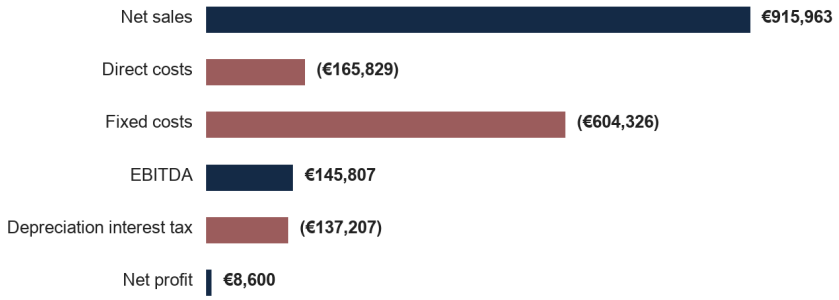
Costs and projected profit

Fixed safety staffing limits savings

Direct costs include admission consumables, party snacks, ancillary retail, waste, cleaning supplies and card processing. Fixed payroll includes the owner and the full paid roster even when demand is weak. Monthly net overheads are rent €16,000, utilities €3,500, administration €1,600, insurance €2,500, marketing €2,500 and maintenance €2,200 in Base.

Capital depreciation is noncash and capped at each asset's useful life. Replacement padding capex is a separate cash use in month 24. The tax provision is a conservative 21% planning allowance after carried losses, with quarterly cash settlement approximation. It is not a claim about the final statutory effective rate.

Year one profit bridge signed components



Source: model version 1.0, Base unless cases stated, EUR and 36 operating months from April 2027. Forecast assumptions, not observations.

Cost and result	Year 1	Year 2	Year 3
Payroll incl owner	€264,726	€272,668	€280,848
Fixed operating costs	€604,326	€619,060	€634,168
EBITDA	**€145,807**	**€305,998**	**€337,835**
Operating profit	**€40,617**	**€199,558**	**€217,644**
Net profit	**€8,600**	**€161,054**	**€153,447**

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Profit and loss forecast

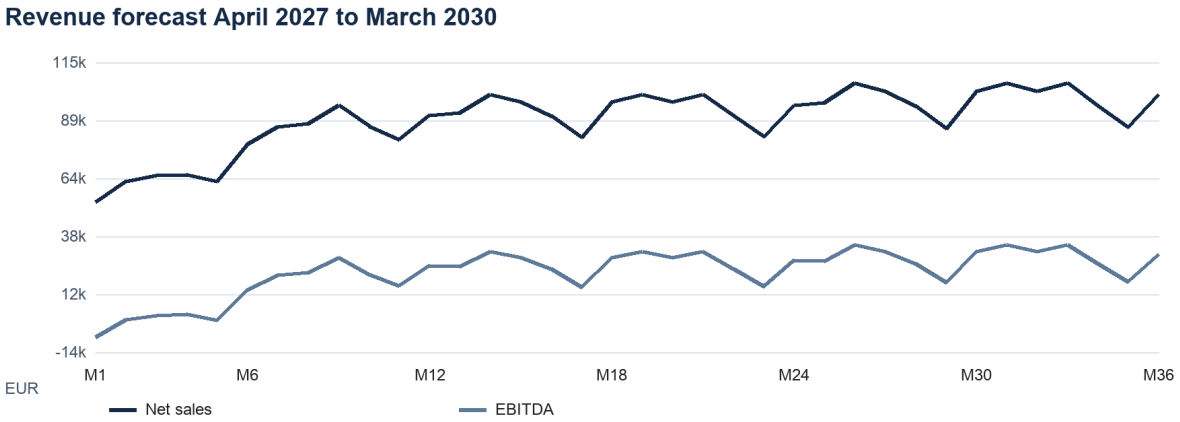
Accrual earnings net of VAT

The profit and loss statement deducts direct products, supplies and card fees from net sales to show contribution. It then deducts payroll and fixed overheads to show EBITDA, depreciation for operating profit, loan interest for pretax profit and the tax provision for net profit.

Three annual summaries each contain 12 operating months, so Downside's delayed start changes calendar dates. Startup expenses remain in opening retained earnings rather than year-one operating costs. Owner gross pay and employer contributions are already included; do not add an extra owner withdrawal to the comparison.

EUR net VAT	Year 1	Year 2	Year 3
Net sales	€915,963	€1,129,568	€1,186,914
Products and refreshments	€128,422	€158,381	€166,441
Cleaning supplies	€21,352	€26,331	€27,667
Card fees	€16,055	€19,799	€20,804
Gross profit	**€750,133**	**€925,058**	**€972,002**
Payroll incl owner	€264,726	€272,668	€280,848
Rent	€192,000	€195,840	€199,757
Utilities	€42,000	€42,840	€43,697
Administration	€19,200	€19,584	€19,976
Insurance	€30,000	€30,600	€31,212
Marketing	€30,000	€30,600	€31,212
Maintenance	€26,400	€26,928	€27,467
Total fixed costs	**€604,326**	**€619,060**	**€634,168**
EBITDA	**€145,807**	**€305,998**	**€337,835**
Depreciation	€105,190	€106,440	€120,190
Operating profit	**€40,617**	**€199,558**	**€217,644**
Loan interest	€32,016	€28,051	€23,408
Tax provision	–	€10,453	€40,790
Net profit	**€8,600**	**€161,054**	**€153,447**

Monthly revenue and EBITDA



Source: model version 1.0 Base, April 2027 to March 2030, monthly EUR net of VAT.

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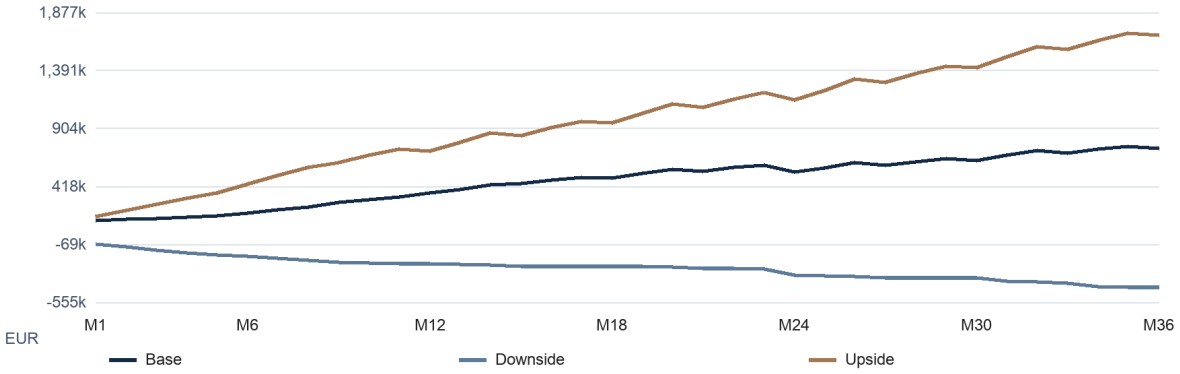
Cash flow and financial position

Cash must reconcile to the balance sheet

Cash receipts include output VAT. Supplier cash reflects inventory purchases and supplier credit. Cash expenses include payroll, gross taxable overheads, interest and tax settlements; capex and principal are then separate financing/investment uses. Month-end cash is carried directly into the balance sheet.

The balance sheet lists cash, inventory, refundable deposit, VAT receivable and net capital assets, then supplier, VAT and tax liabilities and debt, followed by equity and retained earnings. Negative cash is a funding shortfall, not an automatic overdraft. Each monthly balance sheet difference must equal zero within one cent.

Closing cash April 2027 to March 2030



Source: model version 1.0, Base unless cases stated, EUR and 36 operating months from April 2027. Forecast assumptions, not observations.

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Cash flow forecast months one to six

Early cash discipline

The first six operating months include the demand ramp and fixed payroll. Principal grace does not eliminate interest. Opening stock may exceed short-term use; it remains an asset until consumed. Tax credits are carried until offset because no cash refund is assumed.

Review cash weekly around launch and revise actual supplier settlement and payroll timing. The monthly model smooths 14 salary payments, while holiday and Christmas payment peaks may create temporary cash needs. Maintain the reserve and do not use booked future revenue as a substitute for available cash.

EUR cash	M1	M2	M3	M4	M5	M6
Opening cash	**€127,937**	**€132,111**	**€141,509**	**€151,606**	**€162,028**	**€169,460**
Gross receipts	€65,155	€76,607	€79,659	€80,244	€76,387	€96,757
Suppliers	€3,210	€9,008	€11,246	€11,486	€10,761	€12,739
Cleaning supplies	€1,519	€1,787	€1,858	€1,870	€1,781	€2,257
Card fees	€928	€1,092	€1,135	€1,143	€1,089	€1,379
Payroll incl owner	€22,060	€22,060	€22,060	€22,060	€22,060	€22,060
Rent	€16,000	€16,000	€16,000	€16,000	€16,000	€16,000
Other overheads	€14,554	€14,554	€14,554	€14,554	€14,554	€14,554
Interest	€2,708	€2,708	€2,708	€2,708	€2,708	€2,708
VAT	–	–	–	–	–	–
Income tax	–	–	–	–	–	–
Net operating cash	**€4,174**	**€9,398**	**€10,097**	**€10,422**	**€7,433**	**€25,060**
Capital spend	–	–	–	–	–	–
Principal	–	–	–	–	–	–
Loan draw	–	–	–	–	–	–
Net cash change	**€4,174**	**€9,398**	**€10,097**	**€10,422**	**€7,433**	**€25,060**
Closing cash	**€132,111**	**€141,509**	**€151,606**	**€162,028**	**€169,460**	**€194,520**

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Cash flow forecast months seven to twelve

Debt service begins as demand matures

Principal begins after the six-month operating grace. Compare contribution growth with rent, wage escalation and debt service. The model assumes customer payment in the service month and no deposits or receivables, which must be revised if the booking terms change.

Reconcile the monthly bank balance, inventory, VAT and supplier ledger to the model. Forecast replacements and closure costs before spending remaining cash. Report the actual gap against the target reserve and Downside needs to the owner and lender; do not conceal it through a minimum cash formula.

EUR cash	M7	M8	M9	M10	M11	M12
Opening cash	**€194,520**	**€220,248**	**€248,073**	**€283,941**	**€310,155**	**€331,068**
Gross receipts	€106,446	€108,370	€118,051	€106,887	€99,436	€112,634
Suppliers	€15,447	€15,232	€16,538	€15,480	€13,641	€15,605
Cleaning supplies	€2,480	€2,526	€2,752	€2,491	€2,318	€2,624
Card fees	€1,517	€1,544	€1,682	€1,523	€1,417	€1,605
Payroll incl owner	€22,060	€22,060	€22,060	€22,060	€22,060	€22,060
Rent	€16,000	€16,000	€16,000	€16,000	€16,000	€16,000
Other overheads	€14,554	€14,554	€14,554	€14,554	€14,554	€14,554
Interest	€2,708	€2,676	€2,644	€2,612	€2,579	€2,547
VAT	–	–	–	–	–	–
Income tax	–	–	–	–	–	–
Net operating cash	**€31,679**	**€33,778**	**€41,821**	**€32,166**	**€26,866**	**€37,638**
Capital spend	–	–	–	–	–	–
Principal	€5,952	€5,952	€5,952	€5,952	€5,952	€5,952
Loan draw	–	–	–	–	–	–
Net cash change	**€25,727**	**€27,825**	**€35,868**	**€26,214**	**€20,914**	**€31,686**
Closing cash	**€220,248**	**€248,073**	**€283,941**	**€310,155**	**€331,068**	**€362,754**

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Financial position summary

Present assets liabilities and equity in order

Year-end balance sheets use operating months 12, 24 and 36. Cash includes the actual modelled funding surplus or shortfall. Recoverable VAT is separate from cash. Gross fixed assets less accumulated depreciation determine net capital assets. Refundable deposit and stock remain assets.

Supplier, VAT and income-tax payables and the remaining loan comprise liabilities. Paid-in owner equity and accumulated opening/operating losses or profits comprise equity. Total liabilities and equity reconcile to total assets in every month. No deferred tax benefit or goodwill is recognised.

EUR month end	Year 1	Year 2	Year 3
Assets			
Cash	€362,754	€537,402	€739,683
Inventory	€5,805	€6,093	€6,394
Refundable deposit	€48,000	€48,000	€48,000
VAT receivable	€23,510	–	–
Gross capital assets	€715,000	€760,000	€760,000
Less accumulated depreciation	(€105,190)	(€211,631)	(€331,821)
Net capital assets	**€609,810**	**€548,369**	**€428,179**
Total assets	**€1,049,879**	**€1,139,864**	**€1,222,255**
Liabilities			
Supplier payables	€7,326	€7,686	€8,059
VAT payable	–	–	–
Tax payable	–	–	–
Loan	€464,286	€392,857	€321,429
Total liabilities	**€471,612**	**€400,543**	**€329,487**
Equity			
Paid in owner equity	€700,000	€700,000	€700,000
Retained earnings	(€121,733)	€39,321	€192,768
Total equity	**€578,267**	**€739,321**	**€892,768**
Liabilities plus equity	**€1,049,879**	**€1,139,864**	**€1,222,255**
Balance difference	–	–	–

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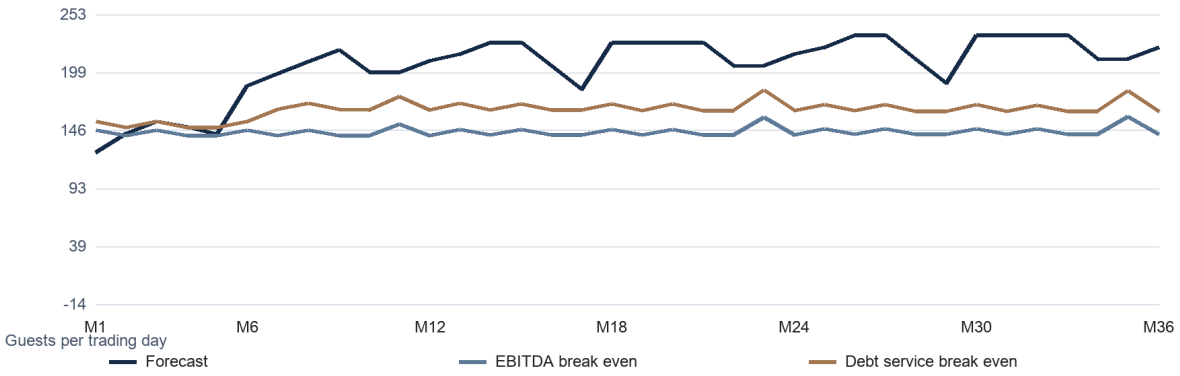
Break even and scenarios

Snapshots need refresh after edits

Base, Downside and Upside select different demand, ramp, party, price and capital assumptions in one linked forecast build. Comparisons are dated snapshots rather than live parallel builds. A stale warning detects changes to every editable numeric input except the case selector. Transfer Excel edits into retained JavaScript before rebuilding snapshots; the builder cannot import edited Excel.

The monthly EBITDA and debt-service break-even guest levels divide fixed cost and debt service by active blended guest contribution. This assumes the active ticket/party mix; it is not a peak session occupancy target and excludes tax, capex and working-capital timing. Use the cash forecast for those items.

Blended daily guests April 2027 to March 2030



Source: model version 1.0, Base unless cases stated, EUR and 36 operating months from April 2027. Forecast assumptions, not observations.

Captured case 3 Oct 2026	Year 1 net sales	Year 1 EBITDA	Minimum cash
Base	€915,963	€145,807	€127,937
Downside	€512,451	(€198,818)	(€426,854)
Upside	€1,384,014	€530,203	€127,937

Captured year one EBITDA cases 3 October 2026



Source: captured cases model version 1.0. Rebuild after edits; activecase can recalculate separately.