

Business Plan

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Executive Summary

This business plan outlines the strategic direction for a pioneering sportsbook and casino platform focusing on the Indian market, with a particular emphasis on cricket, India's most beloved sport. Our platform leverages the immense popularity of cricket among gamblers and the growing digital infrastructure across the country. With a commitment to overcoming common market challenges such as unstable payments, poor customer service, and unreliable brand perception, our business model is designed to provide a seamless, trustworthy, and superior gaming experience. Through strategic marketing, rigorous regulatory compliance, and responsible gaming practices, we aim to achieve sustainable revenue growth over the next four years, establishing ourselves as a leading player in the Indian iGaming landscape.

Business Description

We operate an online sportsbook and casino platform in India, with a strong emphasis on cricket betting. Our platform is designed to cater to the vast cricket fandom in India, providing a comprehensive and immersive betting experience. By offering a wide variety of games and betting options, we aim to maintain high engagement and customer retention.

Market Analysis

Market Drivers:

- High cricket fandom with significant overlap between enthusiasts and gamblers.
- Rising smartphone and mobile internet penetration.
- Growing disposable income among young adults.
- A forecasted CAGR of 37.9% from 2024 to 2030.

User Pain Points and Solutions:

Our platform is keenly aware of the challenges faced by our users and is committed to providing solutions that not only address these issues but also enhance the overall user experience. By understanding and tackling these pain points head-on, we aim to create a more enjoyable, secure, and trustworthy environment for our users.

Problem: Unstable Payments

Users often face inconsistent payment experiences, leading to frustration and a lack of trust in the platform's ability to handle financial transactions smoothly.

Solution: Stable Payments Through Broad Integration

Our wide range of payment integrations ensures stable and reliable transaction processing. By partnering with leading payment providers, we offer a seamless and secure payment experience, minimizing disruptions and enhancing user satisfaction.

Problem: Poor and Slow Customer Service

There's a general issue with inefficient and delayed customer support, which can deter users from continuing to engage with the platform.

Solution: High-Quality, Fast Customer Service

Superior general and VIP customer support, with quick response times under 1.5 minutes and 100% VIP coverage, ensures that all users receive timely and effective assistance. This commitment to excellence in customer service builds trust and loyalty among our user base.

Problem: Unreliable Brand Perception

In India, the prevalence of scams leads to mistrust in brands, making it challenging for new and existing platforms to build and maintain a positive reputation.

Solution: Building a Trusted Brand

We're in the process of enhancing our brand reliability, including collaborations with ambassadors and influencers. These efforts are aimed at establishing our platform as a reputable and trusted name in the iGaming industry, thereby alleviating concerns related to brand reliability.

By addressing these critical user pain points with effective and thoughtful solutions, we demonstrate our commitment to user satisfaction and trust. Our approach is designed to mitigate concerns, enhance the user experience, and build a loyal user base committed to our platform.

Operational Plan

Our platform will continue to thrive as a B2C entity, with a steadfast commitment to expanding our gaming offerings. This strategy is designed not only to maintain high levels of engagement and satisfaction among our current users but also to attract a broader audience with new and diverse gaming experiences. Our operational roadmap includes significant milestones that ensure long-term growth and sustainability:

- Geo Diversification in B2C (2024): Recognizing the potential for growth beyond our current market, we are dedicating resources to break into new B2C markets starting in 2024. This expansion strategy is based on thorough market research and analysis to identify regions with high growth potential and a strong appetite for online gaming. Our goal is to replicate our success in India by adapting our offerings to meet the unique needs and preferences of each new market, ensuring regulatory compliance and building a strong local presence.
- Product Diversification to B2B (2026): In anticipation of evolving market demands and opportunities, we are setting our sights on the B2B sector. By 2026, we plan to develop and launch proprietary B2B products, leveraging our expertise and technological capabilities to offer innovative solutions to other businesses in the iGaming industry. This strategic pivot not only diversifies our revenue streams but also positions us as a key player in the broader iGaming ecosystem. Our B2B offerings will include customizable platform solutions, game development, and operational support services, catering to the needs of operators looking to enhance their own platforms.

Marketing and Sales Strategy

Our approach to marketing and sales is designed to maximize the return on investment (ROI) and build a strong, recognizable brand within the iGaming market. By focusing on strategic investments and leveraging data-driven insights, we aim to efficiently grow our customer base and enhance our market position.

- ROI Improvement: We are committed to optimizing our marketing efforts to enhance ROI by focusing on economies of scale and targeted campaigns. A significant portion of our marketing budget is allocated to Cost Per Acquisition (CPA) traffic, which allows us to directly correlate marketing spend with the acquisition of new users. This strategy is complemented by investing in Search Engine Optimization (SEO), though to a lesser extent, to improve organic reach and reduce long-term customer acquisition costs.
- Brand Investment: Recognizing the critical role of brand awareness and recognition in driving business growth, we plan to start investing significantly in our brand from 2024 onwards. This investment will come after achieving satisfactory ROI metrics from our initial marketing strategies. By focusing first on ROI through direct response channels like CPA and SEO, we ensure a solid foundation of profitable user acquisition upon which to build broader brand recognition efforts.

- **Diversified Marketing Approach:** Starting in 2024, our strategy will evolve to include a more substantial investment in brand-building activities. This shift represents our belief in the importance of a strong brand as a driver of long-term customer loyalty and market differentiation. Our marketing mix will thus encompass a balance between direct response channels that offer immediate ROI and brand investment that yields long-term benefits.

This multifaceted approach ensures that we not only attract new users efficiently but also build a strong brand presence in the iGaming industry. By carefully balancing our investment in direct marketing channels and brand development, we position ourselves for sustained growth and success in the competitive market landscape.

Regulatory Compliance and Responsible Gaming

Our platform is steadfast in its commitment to the highest standards of regulatory compliance and responsible gaming. We are dedicated to providing a safe and ethical gaming environment for all our users, underscoring our role as a trustworthy and reliable operator in the iGaming industry. Our approach includes several key initiatives and practices:

- **Proactive Compliance:** We proactively engage with regulatory bodies and adhere to the latest legal standards, ensuring that our operations are always at the forefront of compliance and responsible gaming practices. This includes regular audits, transparent reporting, and the adoption of industry best practices to safeguard our users and operations.
- **Responsible Gaming Tools:** Our platform offers a comprehensive suite of responsible gaming tools, including self-exclusion options, deposit limits, and activity alerts. These tools empower our users to manage their gaming activities responsibly and seek help when needed.
- **Rapid Issue Resolution:** We pride ourselves on our ability to resolve issues swiftly and efficiently. Our dedicated customer support team is trained to address concerns proactively, minimizing user dissatisfaction and fostering a positive gaming experience.
- **Low Rate of Complaints:** Based on our internal analysis and personal communications with industry peers at iGaming exhibitions, we believe we maintain a low rate of complaints in the industry. While we cannot confirm this with external research, this reflects our commitment to excellence, customer satisfaction, and ethical practices. Our

team's dedication to resolving any issues promptly and effectively has resulted in a highly satisfied user base and a strong reputation as a fair and responsible operator.

- Continuous Improvement: We are committed to continuous improvement in all areas of regulatory compliance and responsible gaming. Our team regularly reviews and updates our policies, procedures, and technologies to enhance user safety, satisfaction, and overall experience on our platform.

Through these practices, we not only comply with regulatory requirements but also exceed them, setting new standards for responsible gaming and customer care in the iGaming industry. Our unwavering dedication to maintaining a safe, fair, and enjoyable gaming environment is a cornerstone of our success and a testament to our integrity as a leading online gaming operator.

Financial Plan

Our business plan is built on realistic and conservative cost and profit forecasts. Since we are operating without attracting external financing, we are employing a very conservative strategy to ensure sustainable growth. The company's expected costs will increase from \$3.8 million in 2024 to \$5.98 million in 2027, while revenues are projected to grow from \$4 million in 2024 to \$6.5 million in 2027. This will drive net profit growth from \$0.2 million in 2024 (with a 5% net profit margin) to \$0.52 million in 2027 (with an 8% net profit margin). These projections support our plans for sustainable growth and strengthening our market position.

Our financial plan is conservative and currently only partially accounts for future expansions such as geo-diversification in B2C and product diversification into B2B. Sharp growth is not expected in the short term, as entering new geographies at our scale is a very lengthy process. Our conservative growth approach allows us to navigate market fluctuations and the inherent volatility of the iGaming business, particularly the variability in game margins which can sometimes deviate from their expected values.

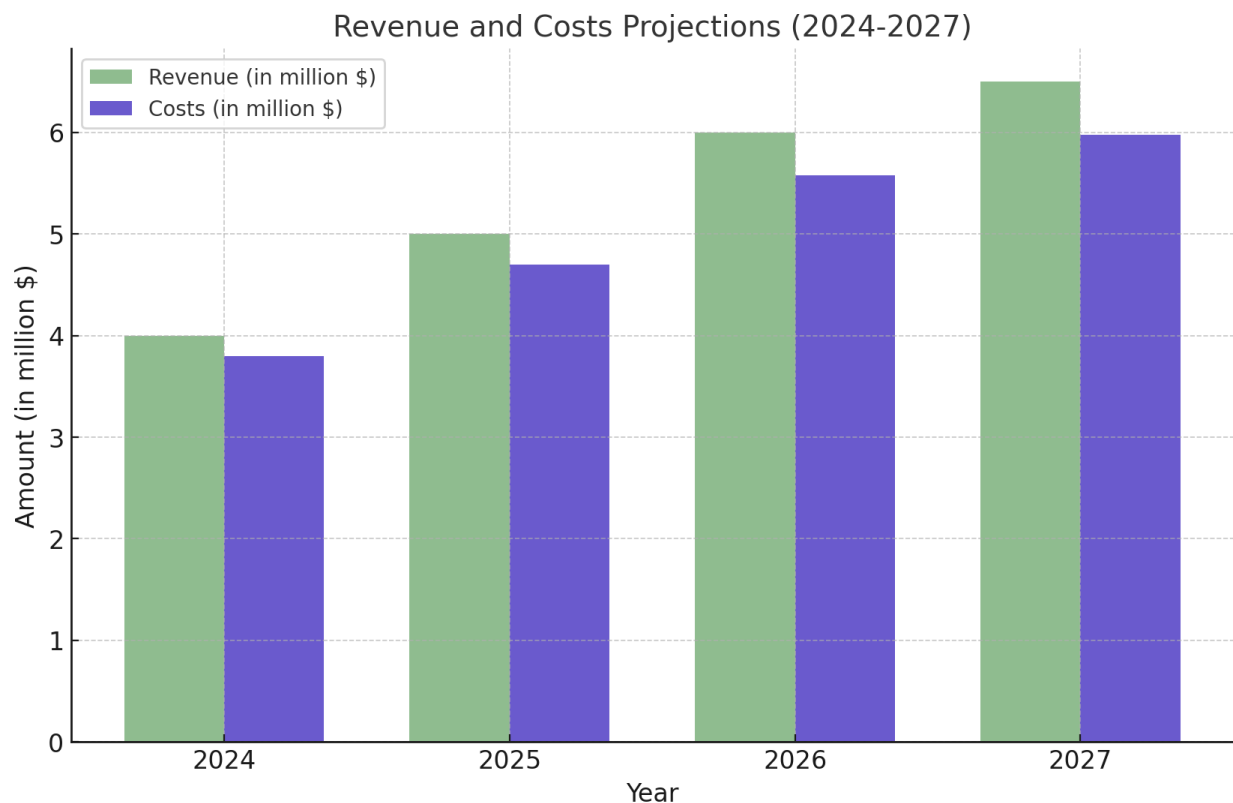
Our approach to cost management includes stringent control over operational expenses, allowing us to increase profitability while maintaining a sustainable business model. We utilize a large number of rental services instead of developing our own infrastructure, including payment systems, marketing platforms, IT platforms, and other SaaS products like SumSub. This strategy results in lower profitability margins but enables us to maintain a relatively small staff at our current scale of operations.

Revenue Projections:

To achieve our growth targets, we're strategically increasing our investments in new marketing channels. These investments are expected to drive our revenue growth according to the following approximate figures:

Year	Revenue (in million \$)	Costs (in million \$)	Net Profit (in million \$)	Net Profit Margin (%)
2024	4	3.8	0.2	5
2025	5	4.7	0.3	6
2026	6	5.58	0.42	7
2027	6.5	5.98	0.52	8

- 2024: \$4 million in revenue, as we begin to see the returns on our expanded marketing efforts.
- 2025: \$5 million in revenue, building on the momentum from our successful market and product diversification strategies.
- 2026: \$6 million in revenue, reflecting the full impact of our strategic initiatives, including our entry into B2B products.
- 2027: \$6.5 million in revenue, consolidating our position in both existing and new markets, with sustained growth from our diversified revenue streams.



It's important to note that these figures are approximate, given the inherent volatility of the iGaming business. The revenue, or Gross Gaming Revenue (GGR), is highly dependent on the margin of the games or events, which can vary and is not always equal to its expected value. Such fluctuations are a normal aspect of the iGaming industry and are factored into our financial planning as we aim for sustainable growth and market leadership.

Our financial strategy is built on a solid foundation of prudent investment, diversification, and a deep understanding of the iGaming market dynamics. These projections demonstrate our commitment to achieving long-term financial success while navigating the complexities of the industry.

Management Team

At the helm of our operations, our Ultimate Beneficial Owner (UBO), Oleh Kalakura, is a beacon of visionary leadership and strategic acumen in the iGaming industry. With an extensive background and a deep understanding of the market's nuances, Oleh brings invaluable knowledge and experience to our business. His leadership is characterized by strong

management skills, enabling our team to navigate the complexities of the iGaming landscape with confidence and precision.

Oleh's clear vision for the future and his innate ability to identify and capitalize on market opportunities are the foundation of our strategic direction. He possesses an exceptional talent for anticipating industry trends and aligning our operational execution with these insights, ensuring that our platform remains at the forefront of innovation and customer satisfaction.

His leadership style is marked by a commitment to excellence, fostering a culture of accountability, and encouraging continuous improvement across all aspects of our business. Oleh's strategic guidance is instrumental in our pursuit of excellence, driving us towards our goals with a well-defined path and a steadfast determination to succeed.

Under Oleh's stewardship, our platform is poised for significant growth and continued success. His vision and leadership ensure that we remain aligned with industry best practices and are well-equipped to seize the opportunities that lie ahead. With Oleh Kalakura leading the way, we are confident in our ability to achieve our strategic objectives and continue to deliver exceptional value to our users.

Current Team Structure

Given our current size and operational needs, we do not maintain a full C-Level management structure. A comprehensive C-Level team typically becomes necessary once a business reaches a monthly Gross Gaming Revenue (GGR) of approximately \$10 million. However, our projected GGR for 2027 is \$6.5 million, which does not yet warrant the establishment of a full C-suite.

We operate with a lean and efficient team, heavily relying on automation and external partnerships. For instance, our KYC and AML processes are fully automated using SumSub, which is designed to identify any compliance issues, even for minor name matches in PEP lists. Additionally, we use external partners for payment processing and marketing, with no need for in-house traffic generation.

Our IT infrastructure is also streamlined, as we combine the use of our existing product with SaaS contracts, avoiding the overhead of maintaining an internal development team. Support staff and line managers responsible for payments, marketing, and IT are employed under Independent Contractor Agreements, which provides flexibility and reduces the need for full-time staff.

At this stage, Oleh Kalakura serves as both UBO and CEO. Other positions such as CFO and CTO are not necessary for our current scale. As our operations grow and our business evolves, we

plan to scale the workforce and consider building out a more formal C-Level management team in the future.