

Business Plan v4 — Hotel-first.

Promised Land & Phase 1 narrative · April 2026 · Franschhoek campus inside the Wegro.africa ecosystem.

1. The story (Promised Land → Phase 1)

We tell the full story first — the Promised Land — then collapse it into a bird-in-hand Phase 1 that the existing investors (committed to Chefs and Rangers) can fund tomorrow. Both narratives use the SAME financial model. Phase 1 is just the same model with three switches flipped: Ventures OFF, Studio toggleable, and the school scale-out shifted from Y1 to Y2.

Promised Land — the full campus

- Hotel/hostel core (36 rooms) anchoring all amenity verticals on a single P&L.
- Distributed Hospitality Network (DHN) — overflow guests routed to a vetted Franschhoek guest-house network at 15% commission.
- NXT verticals: Chefs · Rangers · Sport+Pool · Medical/Hydrotherapy · (Studio toggleable) · Wegro Ventures.
- Tourism is the cross-cutting demand engine, not a vertical — restaurants, wine, MTB, trail-to-table.
- NPO leg: 30% of EBITDA above a R12m cash reserve flows to a sister PBO running the school scale-out (700 → 20,000 learners over 5 years).
- Basic School (Model C) and Work & Learn (after-school + community co-working) live side by side at /education.
- Hall of Fame: museum + restaurant + 300-cap event venue celebrating SA legends; Futureneers wall = the future inductees from our NXT academies.

Phase 1 — the bird-in-hand

- Hotel + Chefs + Rangers + Sport/Pool switched ON — the four anchors with operators already attached.
- Medical (hydrotherapy) light — initial 60 patients; ramp later.
- Ventures OFF and Studio toggleable — kept out of the headline raise.
- School scale-out begins Y2 once the operating engine is humming.
- Same R65m raise, same cap table, same model — only the switches differ.

2. The campus

We are not an estate. We are a hotel-led campus in Franschhoek, leasing a site in the food capital of South Africa. The verticals are amenity businesses on the hotel platform — each with a real operator already named, each with its own P&L, all settling into a single consolidated P&L.

3. Verticals & operators

Hotel core

WeGroYou-operated; brand + FOH + housekeeping team.

NXT Chefs

Franschhoek Hospitality Academy (Jeremy Davids · 587 trained · 96% employment).

NXT Rangers

Will of Africa (Will Jansen · 25,000+ trained · Toyota driver-training partner).

Sport + Pool

SwimCo (aquatic operator) + NXT Sportif (performance + sport-tech R&D).

Medical / Hydrotherapy

SwimCo + visiting clinical partners — medical-tourism rehab packages.

Wegro Ventures (Phase 2)

Wegro.africa venture-builder + on-site food lab.

NXT Studio (toggleable)

Resident artists, recording booth, content lab.

4. Partner stack (new in v4)

- **Heron Africa** — hospitality partner & sponsor. Anchors the Distributed Hospitality Network and on-campus hospitality programming. “The next experience.”
- **WeLoveParks.org** — conservation network partner. Provides national pipeline for NXT Rangers graduates and co-branded community programming.
- Toyota South Africa — existing Will of Africa driver-training partner; extended to the campus 4x4 academy.
- The Rescue Company — founding safety/emergency-response partner.
- CapeNature, SANParks, FGASA — Rangers curriculum + accreditation.
- CATHSSETA / DTIC / Wesgro — tourism, hospitality and ranger-training grant pools (in mapping).

5. Financial summary

Full live model in **financials-v4.xlsx**. Single source of truth — change Assumptions, ripples through all sheets.

- **CAPEX raise: R65m** (hotel build + aquatic centre + kitchens + ranger yard + sport facilities + shared infra + working capital + contingency).
- **Y1 revenue floor** (Phase 1 switches only): driven by hotel occupancy, two academy cohorts and the pool membership base.
- **Y5 revenue ceiling** (Promised Land switches): hotel @78% occupancy + DHN overflow + medical-tourism + ventures step-up.
- **EBITDA pacing**: 18% Y2 → 28% Y5 blended.
- **NPO leg**: triggers once cash reserve > R12m; 30% of incremental EBITDA flows to the sister PBO funding the school scale-out.
- **School scale-out**: 700 learners on-site Y1/Y2 → 20,000 across the network by Y5; blended cost R18,500 per learner per year.

6. Investor pathways

- **Phase 1 investor** (already committed to Chefs + Rangers): same R65m, same equity slice; no new asks; just see the full Promised Land for context.
- **Promised Land investor** (wider funder/NGO/CSI rooms): full-ecosystem deck, NPO leg, school pipeline, Hall of Fame as tourism flywheel.

7. Risk & sensitivities

- Hotel occupancy is the primary swing variable — every 5pt of occupancy ≈ R1.2m EBITDA.
- School scale-out cost is the primary downside if grants don't land — modeled with a “Gap → grants” line in School_Scaleout sheet.
- Operator risk: every vertical has a named operator with track record; no speculative tenants on the Phase 1 model.

8. Where everything lives

- **/admin/documents** — this plan, the model and the deck (internal, noindex).
- **/admin/toggles** — Phase 1 ■ Promised Land switch + Studio vertical toggle.
- **/investors** and **/investors/model** — public investor narrative; switches with the phase mode.