Bright Start Center

High-Level Feasibility Study

Submitted to:

The Ministry of Digital Economy and Entrepreneurship

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Prepared by:

استدامة للاستشارات
Istidama consulting

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Executive Summary

This feasibility study explores the establishment and potential success of Bright Start Early Childhood Development (ECD) Center in Irbid. Despite high primary school enrollment rates, early childhood education in Jordan remains underdeveloped, with only a small percentage of children aged 3 to 5 years participating in formal ECD programs. The Bright Start Center aims to address these gaps by providing comprehensive, high-quality ECD services, this fostering better cognitive and emotional development outcomes for children.

Bright Start Center will be situated in Irbid, Jordan's second-largest city, and will cater to children from birth to six years old. The center operates on a business-to-consumer (B2C) model, with revenue primarily derived from tuition fees, as well as additional income from workshops, events, and edutainment programs. The target market includes middle to upper socio-economic families who seek quality educational services for their young children.

With a 7 to 10% annual return on investment, the ECD sector offers opportunities. Irbid's large child population presents a substantial demand for quality services. Bright Start aims to meet this demand with comprehensive programs, including after-school activities and summer camps, supporting continuous learning and working parents.

The revenue streams include tuition fees, summer programs, workshop fees, and returns from hosting events. Future revenue may include extended care fees and grants.

Projected revenue grows steadily, with net profit increasing from JOD 937 in the first year to JOD 98,426 by the fifth year. Initial investment is JOD 69,819 with a return on investment reaching 72.9% by year five.

Bright Center addresses gaps in Jordan's ECD sector, offering comprehensive services that support children's development. It presents a viable investment opportunity with growth potential. Further due diligence is recommended to address challenges and ensure long-term success.

1 Introduction

In Jordan, the Early Childhood Development (ECD) sector faces significant challenges that hinder the foundational learning and holistic development of children from birth to six years. Despite nearly universal access to primary education in Jordan, the disparity in ECD participation is stark with only 13% of children aged 3 to 4 years attending Kindergarten 1 (KG1), and 59% attending Kindergarten 2 (KG2)[1], and less than half of the ECD teaching staff have received specialized training, affecting learning outcomes. Additionally, societal norms and practices in Jordan often overlook the vital relationship between early childhood health, nutrition, and cognitive development, despite research emphasizing its significance for long-term outcomes.

[1] *Education*. (2016). Unicef.org. https://www.unicef.org/jordan/education

Bright Start Center is an early childhood development center located in Irbid, which second-largest metropolitan population in Jordan after Amman, with a population of around 2,003,800[2] designed to provide comprehensive and high-quality educational services to children from birth to six years old. The Center offers a nursery program for children from birth to three years old, focusing on early childhood development through play-based learning, sensory activities, and foundational skills development. Additionally, in phase two, it will provide a kindergarten program for children aged four to six years, preparing them for primary education with a curriculum that includes language development, mathematics, science, and social skills. To support working parents and women's participation in the economy, Bright Start offers after-hours programs extending until 6 PM, ensuring children receive continuous care and education. During the summer, the Center runs summer school programs that combine educational activities with fun and interactive experiences to keep children engaged year-round. Furthermore, Bright Start hosts a range of thematic ECD workshops and events for families, parents, and educators, promoting community involvement and continuous learning. All programs and services are supported by a qualified team of ECD experts and managed by experienced teachers and staff, ensuring the highest standards of care and education. The location of Bright Start Academy is also strategically chosen to facilitate easy access for working parents who have limited time in the morning for drop-off.

1. Market Analysis

ECD is essential for skill development, and investing in it yields a 7 to 10 percent annual return on investment.[3] On one hand, there is significant gap in ECD enrolment in Jordan and on the other, Irbid is one of the most populous governorates in Jordan, with a significant portion of its population consisting of children. According to UNICEF, Jordan has about 3.8 million children under the age of 18, representing over 40% of the country's population [4]approximately 200,000 children under the age of 6, highlighting the potential demand for quality and differentiated ECD.

There are multiple nurseries and KGs in Irbid such as Success Story Nursery, mother D Care, Kids Island, Rosary College KG, Crystel Kindergarten and many more.

Starting with the nursery, then expanding into pre-school and Kindergarten, Bright Start targets middle to upper socio-economic segments to enhance education for children aged 0-6 years. The center offers engaging and effective programs and tools that support cognitive and emotional development, delivered by trained teachers. The Center goes beyond the typical services offered by the majority of existing nurseries and KGs to include specialized after school activities and workshops targeting families, parents and educators covering various themes related to children's physical, cognitive, social and emotional, sensory, and speech development.

[2] http://dosweb.dos.gov.jo/DataBank/Population_Estimares/PopulationEstimatesbyLocality.pdf

[3] *The future of learning in MENA | McKinsey*. (n.d.). Www.mckinsey.com. https://www.mckinsey.com/industries/education/our-insights/the-skills-revolution-and-the-future-of-learning-and-earning

[4] https://www.unicef.org/jordan/children-jordan

2. Business Model

Bright Start Center will operate on a B2C model targeting parents and guardians with children between 0-6 years and can potentially explore in later years collaborations subsidized by governmental bodies, donor agencies or private sector companies subsidizing tuition fees or workshop participation. The core services of Bright Start are as follows:

1. Tuition Fees: Primary source of revenue from nursery and kindergarten programs (with KG kicking off after year 5).
2. Summer Programs: Every year, the center offers summer camps and programs aimed at all children in Irbid, not just the Center's students.
3. Workshop Fees: Revenue from workshops for families, parents, and educators.
4. Event Fees: Revenue from hosting educational and entertainment events or renting the space for them.

The center can also explore two additional revenue streams once market fit is achieved and market positioning is established:

- Extended Care Fees: Additional fees for late hours programs and enrichment activities.
- Grants and Donations: Seeking funding from government grants, NGOs, and private sector CSR initiatives to subsidize tuition fees for various segments of their beneficiaries and support the center's operations and expansion.

Bright Start Center's revenue model is multifaceted, designed to accommodate the diverse needs of families, educators, and organizations. The revenue streams include **annual tuition fees, weekly and daily registration fees** for workshops and summer programs. This provides regular income and allows customers to choose the level of service that best fits their needs.

The revenue projections for the first five years of the start-up show an incremental healthy increase across the three main revenue streams: Tuition, summer programs and workshops fees, each service shows growth in demand over the five years:

- **Tuition Fees:** starting with 28 students in year 1 and going up to 120 students in year 5 resulting in a revenue starting at JOD 67,200 and growing to JOD 288, 000 in year 5.
- **Summer Programs:** Starting with 8 students in year 1 and reaching 25 in year 5 with a modest range of revenues starting with JOD 960 and going up to JOD 3,000 in year 5.
- **Workshop Fees:** Revenue from workshops for families, parents, and educators all year around including the potential of hosting or renting the space to educational event's organizers, with a starting point of JOD 4,500 in year one and growing to JOD 7,500 in year at a fixed rate of 25 JDs per subscriber.

Starting with modest but realistic revenues given the need to build market positioning, refine the delivery of quality ECD services and brand recognition to pave the way for growing revenues, reflecting the potential of scaling of operations and market penetration.

Itemized revenues and total annual revenues are summarized in the table below:

Table 1: Revenue projection

Description / Year	1	2	3	4	5
Projected Demand (Quantity) Tuition Fees	28	48	100	120	120
Price / Unit Tuition Fees	2,400	2,400	2,400	2,400	2,400
Sub-total Tuition Fees	67,200	115,200	240,000	288,000	288,000
Projected Demand (Quantity) Summer Camp	8	16	20	25	25
Price / Unit Summer Camp	120	120	120	120	120
Sub-total Summer Camp	960	1,920	2,400	3,000	3,000
Projected Demand (Quantity) Activities & Rentals	180	240	300	300	300
Price / Unit Activities & Rentals	25	25	25	25	25
Sub-total Activities & Rentals	4500	6,000	7,500	7,500	7,500
Total Revenues	72,660	123,120	249,900	298,500	298,500

The following charts show the product mix by revenue and by quantity. The analysis reveals a focus on tuition fees as the primary source of revenue naturally in such business and diversifying revenues with two additional revenue streams that can support the cash flow and outreach to further strengthen the positioning of the Center in Irbid and beyond.

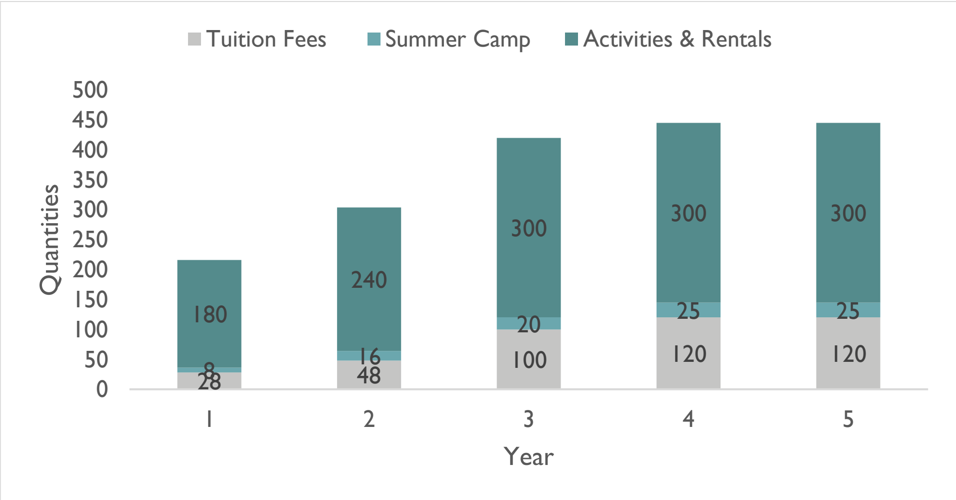

Figure 1: Product Mix by Quantity

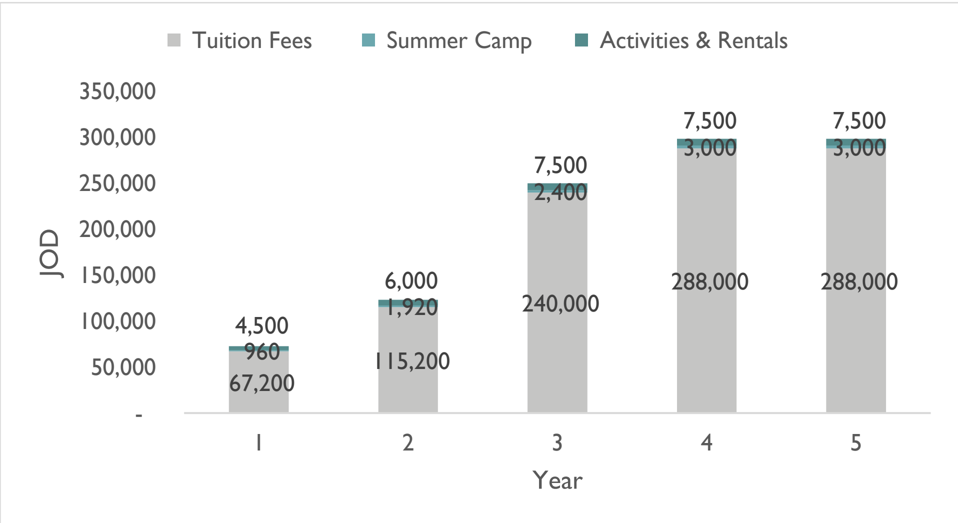

Figure 2: Product Mix by Revenue

3. Technical Analysis

The cost of goods sold (COGS) are embedded in manpower and operating expenditure costs primarily for the first revenue stream built on tuition fees,

As for the second revenue stream focusing on summer programs, during the first two years, the COGS are at 20% of the revenues and then they go up to 25% in years 3 to 5. Finally, the COGS of the third revenue stream, Workshops and Events are marked at approximately 30% of the revenues because these events and workshops require hiring subject matter experts and consultants based on the selected topic of the workshop. The total COGS in year 1 are JOD 1,460 and they increase to JOD 2,550 in year 5.

The table below outlines the projected COGS over five years:

Table 2: Cost of Goods Sold – Five Year Projection

Description / Year	1	2	3	4	5
Projected Demand (Quantity) Tuition Fees	24	48	100	120	120
COGS / Unit Tuition Fees	-	-	-	-	-
Sub-total Educational Tuition Fees (JOD)	-	-	-	-	-
Projected Demand (Quantity) Summer Camp	8	16	20	25	25
COGS / Unit Summer Camp	25	25	30	30	30
Sub-total Summer Camp (JOD)	200	400	600	750	750
Projected Demand (Quantity) Activities & Rentals	180	240	300	300	300
COGS / Unit Activities & Rentals	7	8	6	6	6
Sub-total Activities & Rentals (JOD)	1260	1,920	1,800	1,800	1,800
Total COGS (JOD)	1,460	2,320	2,400	2,550	2,550

Team composition grows over the years, starting with the General Manager who serves as the Business Management and Sales Lead for the Center in year 1, working along with an experienced educator who serves as the principal, three classroom teachers and 2 support staff in year one. The team grows from 7 full-timers in year 1 to 16 team members in year 5 growing in the number of teachers to accommodate the growth in student numbers and adding a finance and HR officer. The Center also taps into subject matter experts and consultants to deliver certain services and programs as well as continuously evolve its ECD framework.

Table 3: Manpower recruitment plan – five-year projection

Title / Year	1	2	3	4	5
General Manager	1	1	1	1	1
Principal	1	1	1	1	1
Teachers	3	6	8	8	10
Support Staff	2	2	3	3	3
Admin & Finance (Part time)	0	0	0	1	1

The table below provides an overview of human resource costs, accounting for social security and health insurance expenses. Social security contributions were computed at 14.25% of the gross salary, following the guidelines set by the Social Security Corporation.

As for operational expenditure, the standard costs include utilities, supplies, maintenance, and legal & Accounting fees and other incidental expenses making the total expected OpEx JOD 2,420 in year 1 increasing to JOD 3,190 in year 5.

Table 4: Operational Expenditures – five-year projection

Description / Year	1	2	3	4	5
Electricity	250	250	250	250	250
Water	250	250	250	250	250
Stationary	400	400	600	600	600
Maintenance	-	500	500	500	500
Cleaning Material & Consumbles	100	100	100	100	100
Legal & Accounting Fees	1,200	1,200	1,200	1,200	1,200
Sub-total OpEx	**2,200**	**2,700**	**2,900**	**2,900**	**2,900**
Other Costs	220	270	290	290	290
Total OpEx	**2,420**	**2,970**	**3,190**	**3,190**	**3,190**

The required Capital Expenditure for the setup of the Center will include the rent fees of the building, its modelling and furnishing, curriculum licensing fees and purchasing toys and equipment at a projected cost of JOD 48,820.

Table 5: Capital Expenditures Cost – five-year projection

Description / Year	0	1	2	3	4	5
Building Rent	6,000	12,000	12,000	13,000	14,000	15,000
Furniture & Set up	15,000	8,000	2,000	-	-	1,000
Licensing Curriculum	-	320	720	1,600	2,000	2,000
Laptops	1,500	-	450	450	-	-
Toys and Equipment	5,000	1,000	-	-	1,000	-
Total CapEx	**27,500**	**21,320**	**15,170**	**15,050**	**17,000**	**18,000**

4. Financial Analysis

6.1 Financial Study Assumptions

The feasibility study is based on the following key assumptions:

Discount Rate: The study employs a conservative discount rate of 14%, reflecting a cautious approach to valuation.

Financing Structure: The project is entirely financed by equity. This conservative approach avoids the financial leverage and thus underestimates project value, given the lower cost of debt compared to equity.

Terminal Value: The project assumes a zero-terminal value at the end of year five, aligning with the study's conservative outlook.

Cash Flow Projection: Cash flows beyond year five are excluded from the analysis, focusing on the initial project phase.

Tax Rate: The assumed tax rate of 20% complies with Jordan's income tax law.

Depreciation Rate: Capital expenditure (CapEx) is depreciated at an annual rate of 20%. Any deviation from this rate may impact projected profitability but not project feasibility, as depreciation is a non-cash expense.

Working Capital Assumptions

Operational liquidity requirements are guided by the following assumptions:

Cash Reserves: The project will maintain cash equivalent to 90 days of projected annual operational expenses, ensuring robust liquidity management.

Accounts Receivable (A/R) Collection Period: The average collection period for receivables is 30 days, reflecting expected credit sales conversion into cash.

Accounts Payable (A/P) Payment Period: The average payment period for payables is 30 days, indicating the timeframe for settling supplier obligations.

Capital expenditures expected to be incurred in the first year were included as part of the initial costs of the project.

Provisions were made within the initial cost to cover any potential negative net free cash flow that may arise during the first five years of operation, if needed.

6.2 Financial Study:

6.2.1 Projected Working Capital

Table 6: Working capital projection (JOD)

Description / Year	1	2	3	4	5
Cash	15,066	21,879	28,345	31,523	37,527
Accounts Receivable (A/R)	6,055	10,260	20,825	24,875	24,875
Accounts Payable (A/P)	122	193	200	213	213
Net Working Capital (JOD)	20,999	31,945	48,970	56,186	62,190
Change in Working Capital (JOD)	-	10,946	17,025	7,216	6,004

This table shows that the net working capital needed for the project for the first year of operation is JOD 20,999, which has to increase steadily year over year to reach JOD 62,190 in the fifth year. The steady increase in the working capital comes to cover the rapid increase in the project operations and mainly the increase in the projected revenues.

6.2.2 Project Initial Cost

The project's initial cost is projected to be JOD 69,819, comprising JOD 48,820 as CapEx, and JOD 20,999 as net working capital.

Table 7: Initial Cost Summary (JOD)

Description / Year	JOD
CapEx	48,820
Net Working Capital	20,999
Total Initial Cost	**69,819**

6.2.3 Projected Income Statement

The projected income statement indicates that the project will generate a profit of JOD 937 in the first year of operation. Moreover, from the second year onwards, the net profit is expected to increase gradually over the study period, reaching JOD 98,426 in the fifth year of operation.

Table 8: Projected Income Statement (JOD)

Description / Year	1	2	3	4	5
Total Revenues	72,660	123,120	249,900	298,500	298,500
COGS	1,460	2,320	2,400	2,550	2,550
Gross Profit (JOD)	**71,200**	**120,800**	**247,500**	**295,950**	**295,950**
OpEx	60,264	87,515	113,380	126,092	150,110
Net Probit Before Tax and Depreciation (JOD)	**10,936**	**33,285**	**134,120**	**169,858**	**145,840**
Depreciation	9,764	12,798	15,808	19,208	22,808
Net Pprofit Before Tax (JOD)	**1,172**	**20,487**	**118,312**	**150,650**	**123,032**
Tax Expense	234	4,097	23,662	30,130	24,606
Net Profit (JOD)	**937**	**16,390**	**94,650**	**120,520**	**98,426**

In the first year of operation, the project is expected to generate a positive net profit margin of 1.3%. The net profit margins are expected to increase gradually year over year. In the fifth year of operations, the gross profit margin is expected to be 99.1%, and the net profit margin is 33.0%.

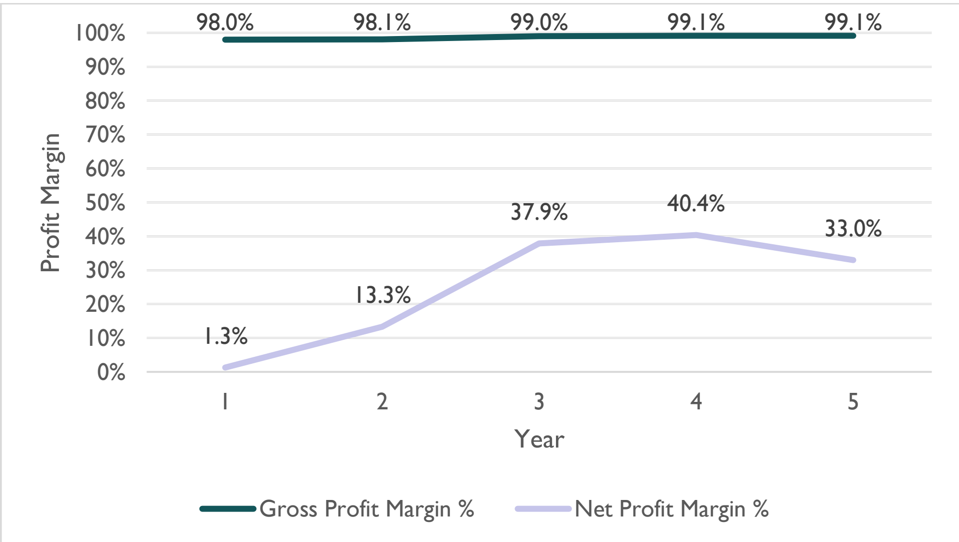

Figure 3: Gross vs Net Profit Margin

On the asset management side, the study shows that the return on investment will increase steadily from 1.3% in the first year of operation to 72.9% in the fifth year.

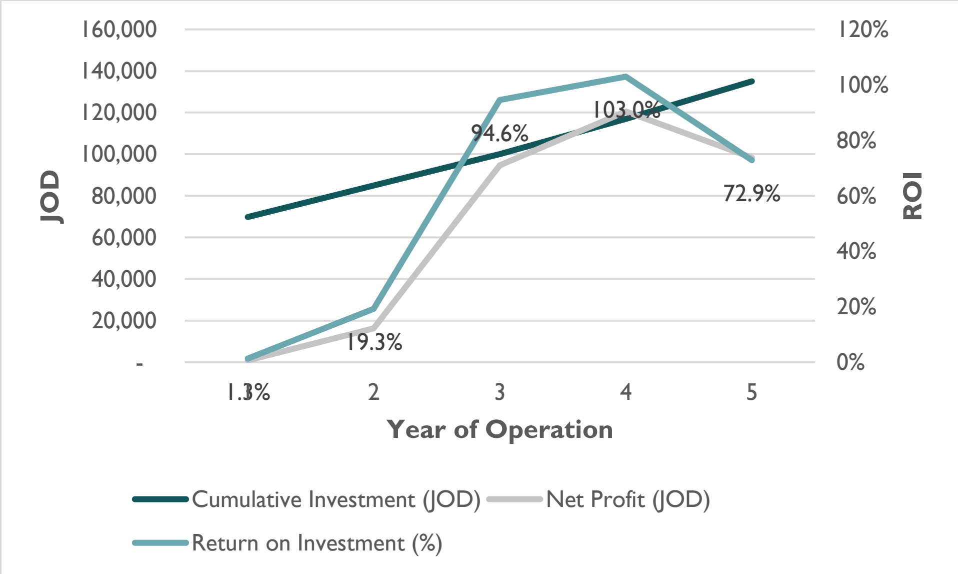

Figure 4: Return on Investment

6.2.4 Projected Free Cash Flow Statement

The table below demonstrates that the project can generate a positive free cash flow in the first year of operation, JOD 10,701. However, due to the expansion of its operations, the project will need to inject JOD 15,170 as CapEx and JOD 10,946 as working capital, resulting in the second year experiencing a drop in the free cash flow to JOD 3,072. Furthermore, the free cash flow is expected to be positive and increase gradually from the third year onwards. By the end of your five, the projected free cash flow will reach JOD 97,230.

Table 9: Free Cash Flow (FCF) Projection (JOD)

Description / Year	0	1	2	3	4	5
Cash-In Flow						
Net Profit		937	16,390	94,650	120,520	98,416
Depreciation		9,764	12,798	15,808	19,208	22,808
Injected Capital	69,819	-	-	-	-	-
Total Cash-In Flow	**69,819**	**10,701**	**29,188**	**110,458**	**139,728**	**121,234**
Cash-Out Flow						
Initial Cost	69,819	-	15,170	15,050	17,000	18,000
Changes in Working Capital	-	-	10,946	17,025	7,216	6,004
Total Cash-Out Flow	**69,819**	**-**	**26,116**	**32,075**	**24,216**	**24,004**
Free Cash Flow	**-**	**10,701**	**3,072**	**78,383**	**115,512**	**97,230**

Based on these results, the project's feasibility indicators demonstrate its viability, with a net present value of JOD 113,728 and a profitability index of 2.63. Moreover, the project's internal rate of return (IRR) is expected to be 48.46%, indicating feasibility is not sensitive to changes in market conditions.

6.3 Sensitivity Analysis

To assess the project's sensitivity to market conditions, a sensitivity analysis was conducted involving six unfavourable scenarios:

- Decrease projected revenues by 5% while keeping other variables constant.
- Decrease projected revenues by 10% while keeping other variables constant.
- Increase operational expenditure by 5% while keeping other variables constant.
- Increase operational expenditure by 10% while keeping other variables constant.
- Increase initial costs by 5% while keeping other variables constant.
- Increase initial costs by 10% while keeping other variables constant.

Table 10: Sensitivity analysis outcomes

Sensitivity Scenario	Net Present Value (NPV)	Profitability Index (PI)	Internal Rate of Return (IRR)
Original Case	113,728	2.63	48.46%
Drop in revenue by 5%	84,086	2.15	39.59%
Drop in revenue by 10%	46,675	1.56	27.52%
Increase in OpEx by 5%	98,231	2.39	43.83%
Increase in OpEx by 10%	78,703	2.04	37.19%
Increase in initial cost by 5%	110,237	2.50	46.41%
Increase in initial cost by 10%	103,191	2.28	42.66%

The sensitivity analysis shows that the project is feasible and not sensitive to unfavourable market conditions. The project's economic feasibility is strong and viable under all the above-mentioned scenarios. The drop in revenues has a more dramatic impact on the project viability than the increase in the OpEx or initial cost by the same magnitude. It is recommended that investors check and further study the market to ensure that the projected revenues are achievable within the thresholds of the proposed initial cost and operational expenditures.

5. Integration with Other Sectors

Health and Nutrition Sector: Bright Start Center can collaborate with healthcare providers and nutritionists to enhance children's overall well-being. By integrating regular health check-ups, vaccination drives, and nutritional assessments, the center ensures comprehensive care for children. Workshops on child nutrition and health can be organized for parents, providing guidance on balanced diets and preventive healthcare. This partnership can improve community health standards and reduce child malnutrition and obesity rates.

Arts and Culture Sector: Partnerships with cultural institutions, museums, and art organizations can enrich the educational experience at Bright Start Center. Integrating arts and cultural programs can foster creativity and cultural awareness among children. Events such as art exhibitions, cultural festivals, and traditional storytelling sessions can engage families and the community, preserving and promoting local heritage.

Research and Academic Sector: Partnerships with universities and research institutions can lead to the development of evidence-based educational programs and practices at Bright Start Center. Collaborative research projects can provide insights into early childhood development, improving educational outcomes. Internships and training programs for students in education and child development can also be established, benefiting both the center and academic institutions.

Economic Development Sector: Collaborating with local businesses and economic development agencies can provide funding opportunities and resources for Bright Start Center. These partnerships can support the center's operations and expansion plans, creating jobs and contributing to the local economy. Additionally, these collaborations can include programs and initiatives aimed at promoting women's participation in the economy and can help alleviate one of the primary barriers that women face in balancing work and family responsibilities, thereby encouraging more women to join and remain in the workforce.

6. Entrepreneur Persona

The optimal entrepreneur for leading the Bright Start Center several key attributes:

Entrepreneurial Skills: Strong business acumen is essential for the successful launch and sustainable growth of the Bright Start Center. The leader should have expertise in strategic planning to set clear, achievable goals and define the center's long-term vision. Skills in market analysis, customer segmentation, and developing a diversified revenue model are crucial to maintaining financial stability and growth. The entrepreneur must excel in sales (primarily focused on recruiting new students), business development and establishing partnerships with local businesses, and community organizations to enhance the center's offerings and expand its reach. A thorough understanding of customer service and trends in the early childhood education sector will be vital for positioning the center competitively.

Vision and Leadership: The ability to inspire and lead a team towards a shared vision of excellence in early childhood education is paramount. The entrepreneur should have a clear, innovative vision for the center that prioritizes inclusive, culturally sensitive, and holistic child development. Effective leadership involves building a strong organizational culture that values teamwork, creativity, and continuous improvement. The leader must foster a collaborative environment where educators and staff are motivated to innovate and excel. Strong communication skills are essential for articulating the center's mission and impact to a diverse array of stakeholders, including parents, educators, community leaders, and potential investors. The leader should be dedicated to bridging educational gaps in Jordan and promoting early childhood development as a cornerstone for lifelong learning and success.

Technical Knowledge: The ideal entrepreneur for leading the Bright Start Early Childhood Development Center should at minimum have a good understanding of early childhood education and development. This person should be aware of current pedagogical theories and practices, including cognitive, social, and emotional development in children from birth to six years old. Familiarity with the specific educational needs and cultural contexts is needed. The leader must be skilled in integrating educational best practices with innovative learning approaches to ensure a high-quality, engaging, and developmentally appropriate environment for young learners. He or she should be able to identify a solid center principal with extended experience in school administration who can serve as the subject matter expert in early childhood development with the Center's leadership team.

7. Stakeholders

The success of the FirstLeap App will hinge on engaging a diverse array of stakeholders, each playing a unique role in the ecosystem:

Parents and Guardians: Parents and guardians are the primary customers of Bright Start Center. Their engagement is critical for the Center's success as they utilize its services to cultivate their children's cognitive and emotional development. Their feedback will help in continuously improving the center's services and programs. P

Early Childhood Educators and Experts: Educators and Experts are vital stakeholders who can be tapped into to enhance the center's ECD framework. Their insights and feedback will ensure the educational programs align with developmental milestones and learning objectives. They can also consider the Center as a partner to co-host and deliver specialized workshops and programs together.

Donors and NGOs: Donors and Non-governmental organizations focused on child development and education and promoting women's participation in the economy, are essential for reaching underserved populations. Their support and involvement will ensure equitable access to the Center's resources and help in community-driven educational projects.

8. Risk Assessment and Mitigation

Risk	Impact	Likelihood	Risk Mitigation Technique
Competition and Market Saturation	Growing and Sustaining a Nursery/Day-care or Kindergarten is becoming increasingly competitive with several existing and emerging institutions. This competition can make it difficult for new centers to attract and retain families. There is a risk that Bright Start may struggle to differentiate itself and capture market share in a saturated environment, especially that it charges fees that are considered on the higher side.	High	To navigate this, Bright Start must conduct regular market analysis to stay updated on competitor offerings and trends. Engaging with parents and educators through surveys and focus groups can help understand their evolving preferences and inform user-centric strategy development. Additionally, investing in unique features and superior educational and edutainment experiences will help Bright Start stand out in a crowded market
Recruitment and Retention of Qualified Staff	Attracting and retaining highly qualified educators and staff is crucial for the quality and reputation of the center. There is a high likelihood that Bright Start will face challenges in finding and keeping skilled professionals, which can impact the quality of education and care provided to the children.	High	Bright Start can offer competitive salaries, professional development opportunities, and a positive work environment to retain staff. Partnering with educational institutions for internship and training programs can also create a pipeline of future employees. Continuous professional development and recognition

			programs will help maintain staff satisfaction and retention.
Health and Safety Regulations	Continuously updating the app with high-quality, engaging, and culturally sensitive content requires substantial effort and resources. There's a risk that the content may not fully resonate with or meet the diverse needs of the target audience, potentially limiting the app's appeal and educational impact especially if quality ever drops.	Low	Regular training for staff on safety protocols, maintaining high standards of hygiene, and conducting routine safety audits will mitigate this risk. Having a clear emergency response plan is also essential.
Financial Stability and Funding	Navigating the complexities of local and international educational standards, as well as data protection laws, poses a significant risk. Non-compliance could result in legal challenges, fines, or the need to overhaul parts of the app, leading to increased costs and potential setbacks.	Moderate	Bright Start can implement a multifaceted revenue model, including tuition fees, workshop and events registration fees, and corporate or donor partnerships. Regular financial audits, budget planning, and establishing a financial reserve for emergencies will support long-term sustainability.
Parental Engagement and Satisfaction	Maintaining high levels of parental engagement and satisfaction is crucial for the center's reputation and success. If parents are not satisfied with the services, they may withdraw their children, negatively impacting the center's enrolment and financial health.	Low	Engaging parents effectively requires consistent communication and addressing their concerns promptly. Regular communication with parents through meetings, newsletters, and feedback forms will keep them informed and involved. Addressing parental concerns promptly and effectively will help build strong relationships and trust. Most importantly, maintaining the level of quality services offered.

The Bright Start Early Childhood Development Center plays a crucial role in enhancing early education for children aged 0-6 in Jordan, and more specifically in Irbid, by addressing key issues such as low participation rates and the scarcity of trained educators. By offering high-quality nursery and kindergarten services, the center provides a solid foundation for children's lifelong learning and development. Incorporating late hours programs, summer school, and thematic workshops for families, parents, and educators, Bright Start ensures comprehensive support for working parents and continuous engagement in children's education.

The Center leverages the expertise of ECD professionals to create a stimulating and nurturing environment. This approach aligns with global trends emphasizing holistic, culturally sensitive education. Given the increasing recognition of early childhood education's importance and the projected growth in this sector, Bright Start has the potential to cater to diverse socio-economic groups in Irbid and beyond.

Despite challenges such as competition, recruitment of qualified staff, and maintaining financial stability, the benefits of BrightStart's comprehensive ECD services outweigh the drawbacks. The center's programs not only address educational needs but also contribute to broader societal goals, such as promoting women's participation in the economy by providing reliable childcare options.

9. Conclusion

In conclusion, the project demonstrates promising feasibility indicators based on the assumptions formed during the development of this study. Nonetheless, entrepreneurs are advised to conduct additional analysis on projected demand, initial costs, and operational expenses to mitigate potential risks associated with adverse market conditions that could jeopardize its validity.