



# Boomerz Boxing: Champions in the Ring, Heroes in the Community

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## INTRODUCTION

After a hectic day of teaching classes, Marc Pagcaliwangan sat down at his desk and admired the welcoming environment he had helped to create. The gym was full of life and enthusiasm. It was January 2025; Boomerz Boxing Club was approaching its second anniversary, and it was time to consider the future direction of the organization. Pagcaliwangan was proud of all they had accomplished and his contributions as President and co-founder, but he knew that Boomerz had so much more potential.

## BOOMERZ

Boomerz was a non-profit gym located in downtown London, Ontario. The club offered boxing classes, a spacious training area equipped with heavy bags, and several professional-grade rings for sparring. Boxing was a combat sport done primarily using one's fists, and it had been an Olympic sport since 688 BCE.<sup>1</sup>

Boomerz was well known within the London community for their involvement with the Fight to End Homelessness Charity boxing event in collaboration with the local non-profit organization, Youth Opportunities Unlimited (YOU).<sup>2</sup> Boomerz was responsible for training a group of amateur fighters to participate in a tournament to raise funds for Joan's Place, which was a facility for unhoused youth that YOU operated. Over the years, Boomerz helped raise over \$500,000 to further support unhoused youth in London. Boomerz also cultivated strong relationships in the community through their involvement with the London Muslim Mosque<sup>3</sup> and Al Mahdi Islamic Community Centre.<sup>4</sup>

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[1] (2025, June 7), *Boxing*, Encyclopedia Britannica, <https://www.britannica.com/sports/boxing>.

[2] (2024, August 8), *The Cause*, Fight to End Homelessness, <https://fighttoend.ca/the-cause/>.

[3] *Home*, London Muslim Mosque, <https://www.londonmosque.ca/>.

[4] (2025), *Welcome to Al-Mahdi Islamic Community Centre*, Al-Mahdi Islamic Community Centre, <https://almahdicentre.org/>.

## HISTORY

Boomerz was founded in 2023 by Pagcaliwangan, Matt Boom, Abdul Jouda, Tanner Kimbark, and Jaafer Haider. The organization was inspired by a club that Lawrence Boom owned in London, Ontario, from 2007 until his passing in 2017. Following his passing, his son, Matt Boom, took over the company. The original Boomerz came from humble beginnings with a mission to support youth in the community. Boom was known for his generosity, allowing youth who were unable to afford a membership to use the gym. Boom eventually moved into the Boomerz building, investing everything he had into his passion for boxing. Pagcaliwangan was first introduced to the organization as a teenager and was a beneficiary of Boom's kindness.

After Boom's passing, Boomerz unfortunately lost their building, and Matt Boom had to make the hard decision to merge with another local gym called Warriors to form Boomerz Warriors. The merger was unsuccessful, and Boomerz closed its doors the same year.

During the COVID-19 pandemic, Pagcaliwangan was approached by friends to co-run a fitness facility. Pagcaliwangan agreed and led a boxing program called Get Enhanced. It ran until 2023, when Kimbark came across available rental space and broached the idea of starting a fight club. Together, the five founders opened a club, but they were unsure what to name it. Pagcaliwangan decided to honour Boom by naming the club after him. In February of 2023, Boomerz Boxing Club was reborn in downtown London.

While they worked to enhance their community impact and develop their reputation, they had three principal goals for their organization: to raise champion boxers, support local youth, and honour the legacy of Boom. Boomerz was committed to building both the physical fitness and mental strength of its members.

## Memberships and Operations

The club operated seven days a week, with scheduled classes and open gym time. They had specific classes for people of all fitness levels, kids, women, and competitive sparring. Boomerz had a membership and a class package option. Four types of memberships were available: unlimited for \$99 per month, kids/youth for \$89 per month, couples for \$189 per month, and families for \$270 per month. A 10-class pass could be purchased for a one-time fee of \$150 or a single-class pass for \$20.<sup>5</sup> Since prices could be high for Boomerz's target consumer, financial aid packages were available for youth. When they were unable to sufficiently supplement their membership fees with government aid, the founders assisted them by helping them find jobs or by creating entrepreneurial ventures to help cover costs.

Boomerz's facilities were run by five employees and a team of volunteers. The five employees consisted of three club founders, who took a small salary for their time, and two additional employees, totaling \$17,500 in monthly wages.<sup>6</sup> In 2025, Boomerz had 240 active memberships and offered 24 classes weekly with an average attendance of 20 people per class. The organization had just invested in an electronic sign-in and bill tracking system for members to improve accuracy in their reporting, and to keep up with industry-wide advancements.

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[5] *Boxing classes London Ontario: Boomerz Boxing Club*, Boomerz Boxing Club, <https://www.boomerzboxing.com/>.

[6] Employees were paid an average of \$3,500 per month, per employee and worked 40 hours per week.

## Marc Pagcaliwangan

Pagcaliwangan grew up in London and was fortunate to be one of the youth members who Boom allowed to use the gym for free. He shared his passion for boxing with his wife and greatly admired Boom's leadership. Pagcaliwangan strove to make an impact on the world through boxing, and he aspired to be a positive leader who supported as many youth as possible, paying Boom's kindness forward to younger generations.

Married with two young children, his time was limited, and he knew he had to balance the gym with caring for his family. Since Pagcaliwangan earned a modest salary from the club and relied mostly on personal training sessions for income, he worried this could limit his future growth. Most importantly, he was passionate about helping his community and saw a bright future at Boomerz.

## INDUSTRY

London, a growing city in Southwestern Ontario, had about 65% of its population between the ages of 15 and 64, with 12.5% in the 15-to-24 age group. As of 2021, the average household income before tax was 98,500.<sup>7</sup> Uncertainty was felt across Canada, as international trade faced unprecedented tariffs.<sup>8</sup> Londoners turned their spending habits to more local sources, as the fear of an imminent recession loomed.

Within the community, hate crimes were on the rise. In 2023, hate-motivated crimes reported by London's Muslim community increased by 263% according to the London Police Service.<sup>9</sup> Similarly, crimes against Jewish community members jumped 24% from 2022 to 2023.<sup>10</sup> Boomerz was owned by both Jewish and Muslim individuals, with Pagcaliwangan being a convert to Islam.<sup>11</sup> The organization welcomed all religious and ethnic backgrounds and had a diverse group of members. Despite tensions in the city, Pagcaliwangan and Boomerz had not experienced any negative impacts.

## Health and Fitness

The Canadian health and fitness industry was dominated by GoodLife Fitness, which captured 24.4% of the total market. Within the industry, athletic instruction represented 6.6% or \$370.5 million of the total yearly revenue. Membership fees were the primary source of revenue, comprising 75.7% or \$4.4 billion. The market faced challenges with disposable income decreasing by 0.3% in 2025, and trends were expected to continue with a negative growth rate until 2030.<sup>12</sup>

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[7] 14,223,942 people live in Ontario and 422,324 in London. Statistics Canada (2024, August 2), Census Profile, 2021 Census of Population, Statistics Canada, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page>.

[8] De Bono, N. (2025, May 2), London region tariff-related job losses could hit 11,500: New study, The London Free Press. <https://lfpres.com/news/local-news/london-region-tariff-related-job-losses-could-hit-11500-new-study>.

[9] City of London (n.d.), *Spread the word*, Stop TolerHating, <https://london.ca/stoptolerhating/spread-word>.

[10] Harrietha, B. (2024, May 16), *Police report shows hate crimes in London, Ontario*. on The Rise – London, Global News. <https://globalnews.ca/news/10501839/london-hate-crimes-rise-police-report/>.

[11] A Muslim individual that was not born into a Muslim family.

[12] (2025, April), *Gym, Health & Fitness Clubs in Canada, 71394*, IBISWorld, <https://my-ibisworld-com.proxy1.lib.uwo.ca/ca/en/industry/71394CA/at-a-glance>.

There was a trend towards fitness technology, such as smartwatches and fitness trackers, which promoted self-management. Following the pandemic, national physical activity levels increased; in particular, the prioritization of fitness while aging was on the rise.<sup>13,14</sup> A shift towards maintenance training for mobility and independence had been seen in this group rather than high-performance goals.<sup>15</sup>

## Combat Sports

There were no dominant combat sport companies within the health and fitness industry.<sup>16</sup> The primary growth in the field over the last few years was driven by the rising popularity of Mixed Martial Arts (MMA). MMA was a type of combat sport that borrowed from a combination of different styles, including wrestling, Brazilian jiu-jitsu, boxing, Muay Thai, karate, and judo. Typically, wages made up the largest portion of costs within combat sport organizations.

In London, combat sport instruction was comprised of local businesses rather than larger chain organizations. Marginal up-front investment costs had created low barriers to entry within the industry, leading to high fragmentation. Large variation existed, as combat sports were classified across many styles with varying standards and regulations (i.e., MMA, boxing, karate, etc.).

## Boxing Ontario

Boxing was overseen by both a provincial and national regulatory body. On the national level, Boxing Canada worked to promote safety, organization, and expansion of the sport throughout Canada. In Ontario, Boxing Ontario membership required clubs to have at least one certified coach, registration of all staff, and a safety inspection of the facility.<sup>17</sup>

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[13] A three-year pandemic caused by a strain of coronavirus and led to increased reliance on technology worldwide.

[14] Government of Canada, Statistics Canada, (2023, November 17), *Physical activity and screen time: Pandemic effects, and other key numbers*, <https://www.statcan.gc.ca/o1/en/plus/4989-physical-activity-and-screen-time-pandemic-effects-and-other-key-numbers#:~:text=Meanwhile%2C%20men%20and%20women%20aged,of%20physical%20activity%20per%20week>.

[15] (2024, April), *Gym, Health & Fitness Clubs in Canada – Market Research Report (2015-2030)*. 71394CA, IBISWorld, <https://www.ibisworld.com/canada/industry/gym-health-fitness-clubs/1655/>.

[16] (2024, December), *Martial Arts Studios in the US*, OD4187, IBISWorld, <https://my-ibisworld-com.proxy1.lib.uwo.ca/us/en/industry-specialized/OD4187/at-a-glance>.

[17] Boomerz is certified with Boxing Ontario.

## COMPETITORS

Boomerz had one direct competitor in the local market—boxing club Bushido Boxing in downtown London.<sup>18</sup> The gym offered boxing classes for anyone eight years or older. Unlike Boomerz, Bushido was a for-profit company. Before changing its name to Bushido, the company was known as Warriors and was associated with Boomerz in 2017 when they tried to merge businesses. Bushido offered services on a monthly tiered membership model with an unlimited option, which allowed for open gym time, as well as unlimited classes for \$90 per month or \$50 for 5 classes per month. The club focused on technical skills and fitness development. Similar to Boomerz, Bushido had a competitive program.

Other indirect competitors in the area were local combat sport facilities that offered alternative types of training, such as MMA. Adrenaline MMA prided itself on its high level of instruction and training program for MMA.<sup>19</sup> While their specialty was not boxing, they did offer classes in many domains, including kickboxing, boxing, wrestling, Brazilian jiu jitsu, and MMA. Classes were offered to kids as young as 4 years old. Similarly, Genesis Striking and Fitness focused on a breadth of combat sports and fitness types, with an emphasis on individual development.<sup>20</sup>

## CUSTOMERS

Boomerz members typically fit into four main segments based on age. The primary consumer was men-identifying individuals aged 15 to 25. Pagcaliwangan estimated that 80-90% of the gym population was Muslim, partially attributable to Boomerz's partnerships with two local mosques. While the customer base was primarily men, in 2024, they began to hold locked-door women's-only classes for an additional fee to allow women who wear a hijab the opportunity to participate comfortably without their head coverings.<sup>21</sup>

### 6 to 11 years old

This group comprised 20% of memberships, and they were enrolled by their parents after expressing interest in boxing or wanting to develop their child's motor skills. For this group, entertainment and enjoyment were the two primary drivers of continued membership use, as well as parental satisfaction with the safety of the instructional facility.

### 15 to 25 years old

This group comprised 50% of the customer base, and they were passionate about fitness and tended to have limited disposable income. As opposed to younger or older age groups, this group often engaged in fitness activities for high-performance and aesthetic reasons. Boomerz had built-in supports for them to encourage continued membership use by lowering financial burdens through government-funded aid programs and helping them to develop entrepreneurial skills to support their activities.

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[18] *Bushido*, Bushido Boxing London, (n.d.), <https://www.bushidoboxing.ca/>.

[19] *About*, Adrenaline MMA, (n.d.), <https://www.adrenalinemma.ca/about-us>.

[20] *Schedule*, Genesis Striking & Fitness, (2025, March 28), <https://genesissf.com/intro-booking-page/>

[21] A religious head scarf typically worn by Muslim women.

## 26 to 35 years old

This group comprised approximately 20% of the customer base. They had less time to spend on physical activities outside of work, family life, or school. This group valued health and fitness, but they had to manage other financial and time commitments, so affordability and flexibility were very important to them.

## 36+ years old

This group comprised 10% of the customer base, and they often had the highest levels of disposable income. The intensity of combat sports could lead to injuries, causing fewer people in this age group to participate. Many people in this group had been members of Boom's original gym and continued to support the new organization after he passed.

## ALTERNATIVES

Boomerz's landlord had recently lost ownership of the building, and the City of London took over the organization's lease agreement. Pagcaliwangan and the leadership team were considering the future of Boomerz and the potential impacts of this change in ownership.

### Status Quo

Boomerz had held their current lease since opening in 2023. Pagcaliwangan was hesitant to leave the location, because the members were familiar with the gym and he was concerned about potentially damaging the equipment while moving. He estimated that the number of 10-class packages purchased would increase at a 4% growth rate and single class passes would increase at a 5% growth rate in 2025. Rent expenses were expected to increase from \$4,000 to \$12,000 per month. With local crime rates on the rise in the area, Pagcaliwangan was concerned that youth memberships may face a decline of 10 kids/youth memberships due to hesitancy to travel to the area.<sup>22</sup>

Unlike other competitors in the industry, Boomerz kept salary expenses to a minimum, with many of their instructors and team members volunteering their time to support the organization. Salary and other operating expenses were expected to remain stagnant or proportionate to revenue for the next year. However, Pagcaliwangan thought they may need to onboard another two volunteers. For each new volunteer, Boomerz had to cover 10 hours of training wage expense and pay \$25 for a t-shirt.

### Move to a New Location

A Boomerz membership holder, Josh DeMelo, recently approached Pagcaliwangan with the opportunity to move the club to a building he purchased a few blocks away (Exhibit 1). The rental facility would be shared with two other businesses—law office DeMelo Heathcote and gym facility DeMelo Fitness— owned by the landlord. DeMelo began training at Boomerz as a participant in the Fight to End Homelessness Charity boxing event and had built a strong relationship with Pagcaliwangan. The new location offered several benefits, including an increase in space of 1,000 square feet.<sup>23</sup>

[22] CBC/Radio Canada. (2023, March 1). *As crime rates rise, London police open new Dundas Street office*. CBC News. <https://www.cbc.ca/news/canada/london/london-police-foot-patrol-office-1.6764296>

[23] The proposed new location had 5,500 square feet of floor space, while the current location only had 4,500 square feet.

Increasing crime rates made safety a concern for families in the downtown core. The new location was perceived to be in a safer area downtown and had more accessible parking. Pagcaliwangan thought the facility would draw an increase of 20 kids/youth memberships and 14 unlimited memberships per month in the first year. Pagcaliwangan expected the rent to cost \$7,000 per month at the new facility. Boomerz would also incur a variety of one-time moving and renovation costs, including flooring for \$10,000, mirrors for \$6,000, bag racks for \$8,000, and bags for \$5,000.

With the increase in memberships expected, Pagcaliwangan estimated that they would need to onboard four new volunteers. Pagcaliwangan wondered whether Boxing Ontario would approve of the new location and if they could get the facility up to code before their first inspection. The increased size of the new location was expected to raise cleaning costs by 10%, add \$500 annually in insurance premiums, and result in an 8% increase in utility costs. The move would require a three-day minimum closure of the facility, resulting in a loss of classes worth \$4,114.

### Expand Class Offerings

Pagcaliwangan was proud of the community connections that Boomerz had built over the years. He wondered how they could reach more people in London. Thinking about the support they provided to the woman-identifying Muslim community, he began to explore how they could adapt their services for others. He especially thought about Boom's Parkinson's diagnosis and considered offering classes to people with Parkinson's disease.

Pagcaliwangan thought that running specialized classes could lead to an increase in memberships. To run the classes, they would need to hire a personal trainer with knowledge or experience working with elderly members and those with Parkinson's disease. This would increase salary expenses by \$42,000 annually.<sup>24</sup> Pagcaliwangan knew that to attract individuals with this diagnosis, they would need to invest in marketing. Expected marketing expenses for digital and print advertising were \$3,000 and \$2,500, respectively.

If the classes were a success in the first year, defined by driving new memberships and making a positive difference in the community, he thought they would consider expanding into new types of specialized classes. Pagcaliwangan wondered how many new members per year he would need to acquire to pay off the initial investment, and whether this was realistic.<sup>25</sup>

### Boomerz's Value

Pagcaliwangan thought about his family and the quality time he was compromising for work. He understood that non-profit organizations did not have ownership shares, but he knew his team had created value over the past few years. He wondered about Boomerz's potential worth as a corporation and considered the possible advantages and disadvantages of structuring it that way. See Exhibits 2 to 4 for the 2024 financial statements and ratios.

## DECISION

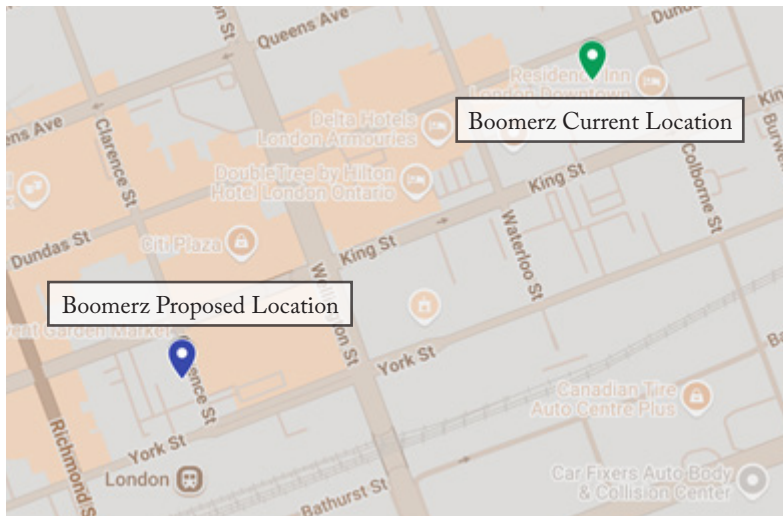
As Pagcaliwangan sipped his water and took a deep breath, he looked at the picture of Boom in his office. He wanted to make a choice that Boom would be proud of, and to continue his legacy. Knowing how much more Boomerz could offer the community, and how much boxing had shaped his own life, Pagcaliwangan felt excited about the future.

[24] Plus additional Mandatory Employee Recovery Costs (MERCs) of 17%.

[25] 46,000 people in Ontario are living with Parkinson's. Crighton, E. J., Ouédraogo, A. M., Sawada, M., and Mestre, T. A. (2024, June 21), *Patterns and determinants of health care utilization among people with Parkinson's disease: A population-based analysis in Ontario, Canada*, PubMed Central, [https://pmc.ncbi.nlm.nih.gov/articles/PMC11192415/#:~:text=Parkinson%20Disease%20\(PD\)%20is%20a,%2C%20in%202021%20%5B1%5D](https://pmc.ncbi.nlm.nih.gov/articles/PMC11192415/#:~:text=Parkinson%20Disease%20(PD)%20is%20a,%2C%20in%202021%20%5B1%5D).

EXHIBIT #1

Map of Gym Locations<sup>26</sup>



[26] Google, (n.d.), *Google Maps Boomerz Boxing and Demelo Fitness*, retrieved June 21, 2025, from [https://www.google.com/maps/d/u/0/edit?hl=en&mid=1oMVbCOCjKbt\\_qPu6cSxyPnJg-hzeKA&dl=42.984151309726414%2C-81.24368795&z=17](https://www.google.com/maps/d/u/0/edit?hl=en&mid=1oMVbCOCjKbt_qPu6cSxyPnJg-hzeKA&dl=42.984151309726414%2C-81.24368795&z=17).

**EXHIBIT #2**

**Boomerz Boxing Club**  
**Statement of Earnings**  
for the year ending December 31, 2024

<b>Revenue</b>		<b>% of Revenue</b>
Membership Sales	\$ 479,808	94.2%
10-Class Packages	9,000	1.8%
Single Class Pass	720	0.1%
Grant Funding	20,000	3.9%
<b>Total Revenue</b>	<b>\$ 509,528</b>	<b>100%</b>
<b>Operating Expenses</b>		
Bank Fees	\$ 1,500	0.3%
Boxing Ontario Fees	8,160	1.6%
Check-In System Fee	1,200	0.2%
Cleaning Services	48,000	9.4%
Credit Card Processing Fees	6,000	1.2%
Depreciation Expense	2,190	0.4%
Equipment Rentals	12,000	2.4%
Insurance	4,800	0.9%
Internet	3,000	0.6%
Marketing	0	0.0%
Merchandise Fees	2,400	0.5%
Miscellaneous	2,400	0.5%
Phone	480	0.1%
Rent	48,000	9.4%
Salary	210,000	42.1%
Travel & Competition	48,000	9.4%
Utilities	6,000	1.2%
<b>Total Operating Expenses</b>	<b>\$ 404,130</b>	<b>79.3%</b>
<b>Net Income</b>	<b>\$ 105,398</b>	<b>20.7%</b>
Income Tax (0%)	0	0.0%
<b>Net Earnings</b>	<b>\$ 105,398</b>	<b>20.7%</b>

Source: Based on financial data provided by Boomerz Boxing and estimates.

## EXHIBIT #3

**Boomerz Boxing Club**  
**Statement of Financial Position**  
**as at December 31, 2024**

**ASSETS**

*Current Assets*

Cash	\$ 99,814
Accounts Receivable	5,584
Prepaid Rent	8,000
<b>Total Current Assets</b>	<b>\$ 756,644</b>

*Long-Term Assets*

Check-In System	\$ 450
Less: Accumulated Depreciation	(90)
Bags	5,000
Less: Accumulated Depreciation	(1,000)
Rings	16,000
Less: Accumulated Depreciation	(3,200)
<b>Total Long-Term Assets</b>	<b>\$ 17,160</b>

<b>Total Assets</b>	<b>\$ 130,558</b>
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**LIABILITIES AND EQUITY**

*Liabilities*

Accounts Payable	\$ 14,000
<b>Total Liabilities</b>	<b>\$ 14,000</b>

*Equity*

Retained Earnings	\$ 116,558
<b>Total Equity</b>	<b>\$ 116,558</b>

<b>Total Liabilities and Equity</b>	<b>\$ 130,558</b>
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**EXHIBIT #4****Boomerz Boxing Club  
Select Company Ratios**

	<b>2024</b>
<b>PROFITABILITY</b>	
Return on Equity (ROE)	90.4%
<b>LIQUIDITY</b>	
Current Ratio	8.1x
<b>EFFICIENCY</b>	
Age of Receivables	4 days
Age of Payables	10 days
<b>STABILITY</b>	
Return on Assets (ROA)	80.7%
<b>GROWTH</b>	
Revenue	6.7%
Memberships	8.6%
10-Class Packages	7.6%
Single Class Pass	8.4%