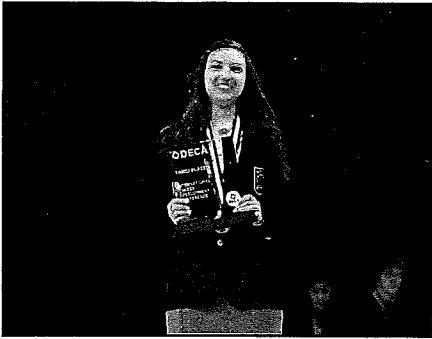


2012 INTERNATIONAL CAREER DEVELOPMENT CONFERENCE

Written Event Winners



ENTREPRENEURSHIP WRITTEN EVENT

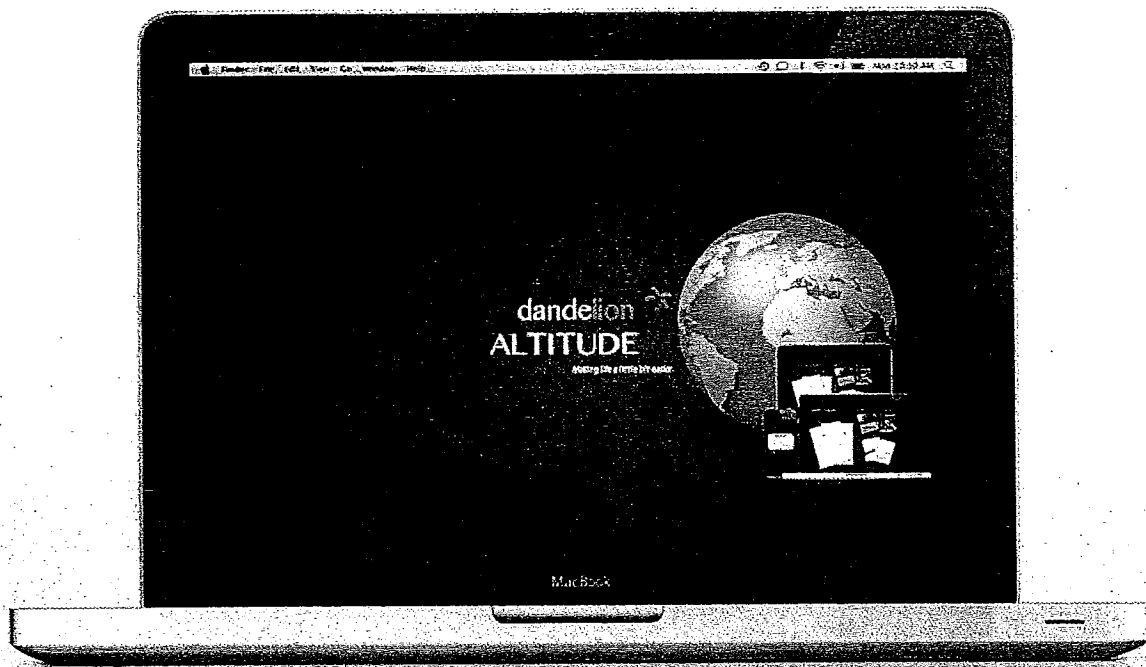
1st Place

Hana Hyder

Sameera Vemulapalli

Monta Vista High School, CA





dandelion



Entrepreneurship Written Event
C Corporation
Monta Vista DECA
Monta Vista High School
21840 McClellan Road
Cupertino, California 95014
Hana Hyder, Sameera Vemulapalli
April 29, 2012

Table of Contents

I. Executive Summary	1
II. Introduction.....	2
III. Analysis of the Business Situation	6
A. Self-Analysis	6
B. Trading Area Analysis	8
C. Market Segment Analysis	12
D. Analysis of Potential Locations.....	13
IV. Planned Operation.....	14
A. Proposed Organization	14
B. Proposed Product/Service	17
C. Proposed Marketing Strategies	23
V. Planned Financing.....	27
A. Projected Income and Expenses	27
B. Proposed Plan to Meet Capital Needs.....	28
VI. Conclusion	29
VII. Bibliography	30
VIII. Appendix	30

I. Executive Summary

Mission: Altitude is dedicated to providing life management and simplicity to individuals by delivering them control of their personal files and data.

Product: Dandelion is a cloud storage application that organizes files and acts as a personal management tool through interactive graphic organizers. This allows users to sync their videos, photos, music, documents and presentations from computers, tablets, and smartphones through an online account system, thus providing simplicity by integrating technology. Dandelion's main advantage is its overarching accurate system and software integration and its ability to sync any type of file onto any device, providing data, file, and mobile synchronization. Dandelion also automatically backs up files, using the incremental data repository model, notifies users of upcoming events and shared files, and allows users to share files. Each user will receive a total of ten free gigabytes of ad-supported cloud storage on Dandelion upon download, or can purchase premium accounts called Dandelion4U for ad-free, increased storage.

Industry & Market: Dandelion's primary target market consists of American residents with computers, smartphones, and tablets who live in households making over \$60,000 per year. This target market totals to about 76.7 million people, or about 23% of the American population, and this market is growing at a rate of about 56% per year. The overall technology industry is also growing at a rate of about 4% per year within the United States, and cloud computing, which is the industry's fastest growing market, has been expanding at a rate of over 30% annually. Expected spending on cloud computing services is \$60 billion in 2012 alone.

Financial Information: Altitude will require a total of \$3,300,000 in venture capitalist funding in order to cover cash flow deficits. Each of the founders will supply \$20,000 of startup capital and Altitude has already secured a \$100,000 loan from J.P. Morgan Chase Bank. Altitude is projected to reach a breakeven point in March 2013, after less than one year of sales. By the second year of operations, Altitude will generate a profit of \$8,000,000 and by the third year, Altitude will generate a profit of \$26,000,000.

Management Team:

CEO, Cofounder (founder of Multiple Fruits): Sameera Vemulapalli
CTO, Cofounder (founder of Hydrangea Designs): Hana Hyder
CMO (former CMO at LinkedIn and DemingHill): Nathan Kievman
CFO (former CFO of ConnectYou): Stephen Lien

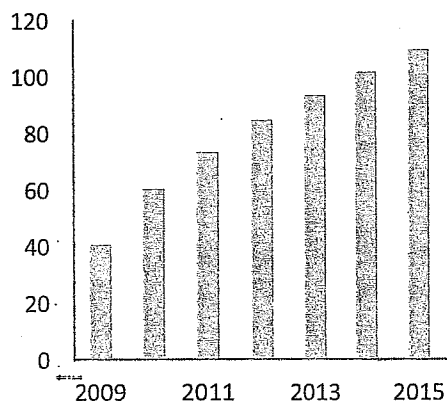
Exit Strategy: After six years, in the case of an acquisition, Altitude will be sold for \$4,390,000,000, and your 40% share in the company will be worth \$1,760,000,000, which is a 52,000% return on investment. In case of an IPO, Altitude will be sold for \$4,870,000,000, and your 40% share of the company will be worth \$1,950,000,000, which is a 58,000% return on investment. Investing in Altitude is a rare opportunity, and will create a great product, a great company, and will generate enormous returns on investment.

II. Introduction

Computer data is indispensable in an increasingly digital world; from wedding photos to work documents, storing and accessing personal information and files has become essential. However, these files are not always available due to incompatible software, unreliable hardware, and unstructured backups; as a result, files are often stored locally on separate devices. File sharing is currently inconvenient, expensive, and unnecessarily complex, as many different technologies do not run the same software and often have different operating systems that do not work together. With portable devices ranging from laptops, cell phones, and tablets, just managing all the stored data becomes a hassle. People have overly complex lives, and they purchase technology with the assumption that all technology will simplify their lives. However, each additional piece of technology leads to more fragmentation and more screen time, resulting in more stress and excess data. This overall process is a downward spiral, as the core problem of over complexity is not being addressed. The only solution is to provide simplicity in an

increasingly mobile world.

Total Smartphone Users in the US
(Millions)



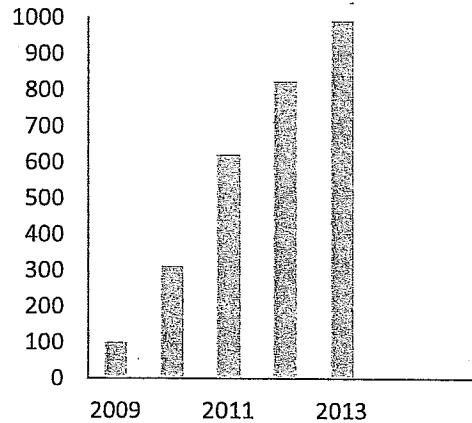
Increased demand for simplicity is causing the rise of smartphones and tablets in the United States. For example, in 2010, the application industry's value grew from \$4.5 billion to \$7.1 billion. In 2011, the application industry was worth a full \$17.5 billion, almost triple its value in 2010.¹ Furthermore, the Gartner Firm has predicted that by

¹ "Smartphone Sales Predicted to Continue Rising," Microsoft Medium Business Centre, <http://www.microsoft.com/en/gb/mediumbusiness/newsarchive/Smartphone-sales-to-slow-but-still-rise-by-492-800480537.aspx> (accessed April 28, 2011).

2015, the global smartphone application industry will reach \$34 billion. About 31% of cellphone users in the world own smartphones, and 23.5%

of the United States population owns a smartphone.² Smartphone usage has risen sharply; however, local storage capacities of smartphones find themselves unable to keep up with the amount of applications and files that users download. The rise of smartphones leads to increasing mobility for people; however, it also

App Customer Base Growth (Millions)



leads to documents and files become increasingly unavailable as different operating systems and versions are fragmented and unable to cooperate, leading to fragmentation among a user's devices; for example, an Android user with MacBook Pro and a Blackberry Playbook would find it extremely difficult to share and sync their files without a cloud storage provider because of the different operating systems on these devices.

As a result, many profitable cloud computing storage and backup services have sprung up, primarily from large companies such as Apple, Google, and Microsoft. However, these products are tied to the company's proprietary software, such as Keynote, Google Docs, and Skydrive, which inhibits sharing across different software, hardware, and service providers. Skydrive, iCloud, and Google Docs are steps toward simplifying people's lives; however, their functionality is limited to their own software and lacks convenience. Current demands, such as a thorough service with accurate system integration, high-speed data transfer, file and mobile

² "Tablet sales will be equivalent to 15% of PC market in 2011." *The Guardian*. Web. 6 Jan 2012. <<http://www.guardian.co.uk/technology/2011/sep/15/ipad-tablet-market-2011-forecast>>.

² Decatur. "Global Tablet Computer Market Set For Rapid Growth." *PRWeb*. Web. 6 Jan 2012. <<http://www.prweb.com/releases/2011>>.

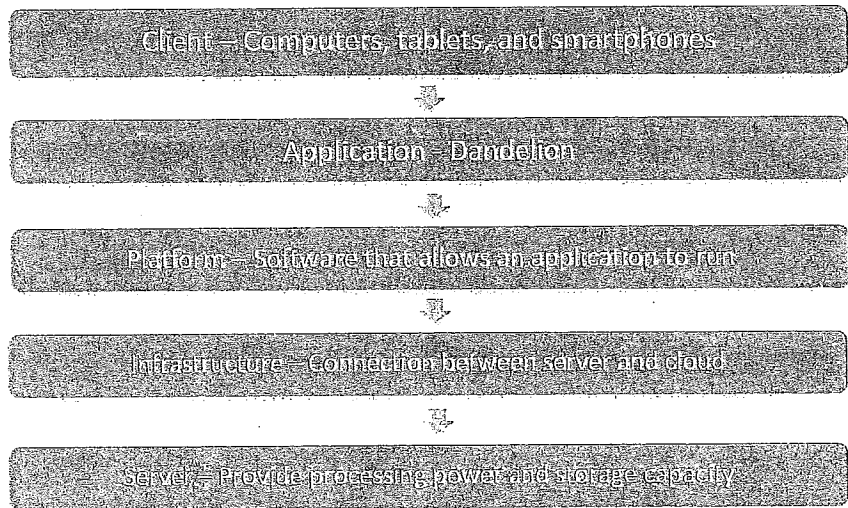
synchronization and interactive graphic organizers have not been met. The cloud storage era has only just begun, providing Altitude with the ideal time and opportunity to launch.

Dandelion is a cloud storage provider that optimizes the use of people’s smartphones, computers, and tablets. It compiles documents, presentations, photos, videos and music, providing users with access to their files from any device. Dandelion will be able to sync, automatically backup, and organize user files through an online login system in addition to providing the easy file sharing method. With Dandelion, different technologies can work together as one unit, provide as much storage as is needed, and provide the user with integrated file syncing and greatly enhance the value a user receives from technology. As people increasingly depend upon digital technology for unity, Dandelion ties it all together and provides the ultimate tool in today’s complex world: life-management through cloud storage.

Cloud computing

technology is relatively simple. It works on five main layers: the client, the application, the platform, the infrastructure, and the servers. The client is the device that is using

Layers of Cloud Computing



Dandelion; a client for Dandelion could be a tablet, smartphone, or computer and consists of both software and hardware. The application is Dandelion, which is available on the application market and on Altitude’s website. A prototype of this application has already been developed by

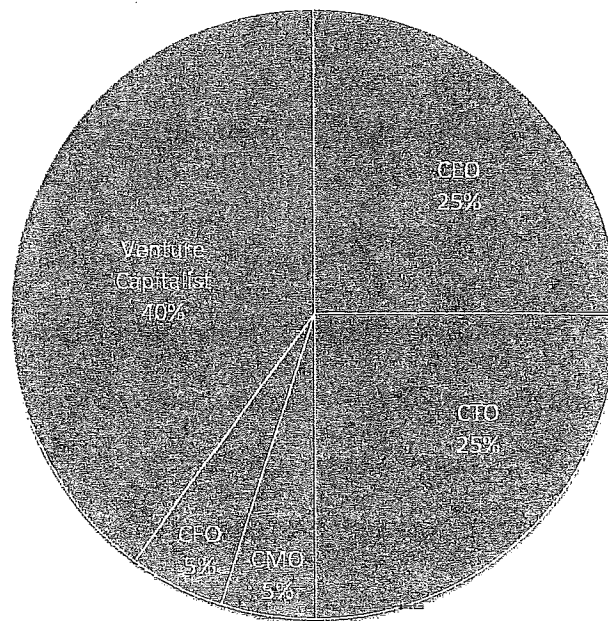
Hana Hyder, CTO of Altitude. The platform consists of the building blocks of the application, including coding launches and deployment servers; it provides the connection from the servers to the Internet. The infrastructure is the storage, which Altitude will provide through its cloud-specific servers. The infrastructure is the link between the physical servers and the digital cloud.

The database, file, and web servers located in Altitude’s data centers allow Altitude to store user data, which can later be accessed through Dandelion and the Internet. We will have multiple copies of each file in different data centers to account for data recovery, and will take several serious security measures to ensure the absolute privacy of our user’s personal files.

The service of cloud storage is essentially providing users with storage without users having to acquire, store, and maintain the physical servers, infrastructure, and the platform that is necessary for cloud storage, allowing them to avoid large overhead costs. By utilizing the Internet, cloud storage offers infrastructure and servers on a usage-dependent basis, and provides infrastructure and platform as a service. In addition, as the data is stored in the cloud, it can be accessed by any device that can connect to the Internet when users open their accounts.³

Altitude, which will create Dandelion, will be founded and headquartered in Cupertino, California and

Altitude Stock Distribution



³ Decatur. “Global Tablet Computer Market Set For Rapid Growth.” *PRWeb*. Web. 6 Jan 2012. <<http://www.prweb.com/releases/2011>>

will be a C Corporation run by Sameera Vemulapalli, Hana Hyder, Nathan Kievman, Stephen Lien, and venture capitalists. Venture capitalists will own 40% of the company, Hana Hyder and Sameera Vemulapalli will each own 25% of the company, Nathan Kievman will own 5%, and Stephen Lien will own 5%.

Altitude's advisors will guide this ambitious young tech start-up as we create, market, and distribute Dandelion. The board of advisors will consist of five people who have had experience in the cloud computing sector and consumer electronics market who could give Altitude insights into marketing, design, software, and data centers. Altitude's board of advisors includes Eric Setton, Sri Patha, Michael Chen, and Chris Evans. Altitude's advisors will be available whenever necessary and are willing to do whatever it takes for make Altitude successful in order to build not just a great product, but a great company. All of the people on Altitude's board of advisors have worked together before and are looking forward to helping Altitude on its road to success.

III. Analysis of the Business Situation

A. Self-Analysis

Hana Hyder and Sameera Vemulapalli are the cofounders of the new company Altitude and the creators of Dandelion. Sameera Vemulapalli is Altitude's CEO and Hana Hyder is the CTO. Nathan Kievman is Altitude's CMO, and Stephen Lien is Altitude's CFO. Nathan Kievman is known for his success as a social media strategist and for his innovative viral marketing strategies that have been phenomenally successful with other cloud-related companies such as LinkedIn and DemingHill. He has already begun working on a fully comprehensive marketing strategy for Dandelion. Altitude's CFO, Stephen Lien, is extremely analytical,

intelligent, and is known for his accuracy in making future projections and his excellent work in startups. His ability to integrate technology, marketing, and finance in a startup atmosphere will be as beneficial to Altitude as his decades of experience in finance with ConnectYou and J. P. Morgan Chase. Altitude highly values its management and team; in a high-tech market, innovation is often the key to success. Our goal is to promote an energetic, driven atmosphere and a strong sense of team within our company to create a close-knit and extremely dedicated atmosphere and culture.

Both Hana Hyder and Sameera Vemulapalli have taken advanced computer programming classes and have significant experience in these fields. They look forward to building and marketing Dandelion and to creating a long-lasting organization that will continue to exceed even their own expectations. Sameera Vemulapalli and Hana Hyder both have extensive knowledge on JAVA, Asynchronous JavaScript and XML, JavaScript, PHP, MySQL, phpMyAdmin, Python, CSS, HTML, and the C languages, and have interned at several companies. Sameera Vemulapalli has interned at InnovaSpire, a startup, and Hana Hyder has interned at Jobvite, another startup, demonstrating a passion for technology and startups even in their youth. Both have also taken risks in the past, and understand the unique challenges involved with a startup company; they have both opened startups, such as Hydrangea Designs and Multiple Fruits. Both are highly successful and generate revenues above \$50,000 annually. Hydrangea Designs initially received venture capitalist funding; after only a year, it is valued over \$120,000. They are currently writing business plans for government businesses such as RIAEX Incorporated and working with NASA to create a marketing plan.

Sameera Vemulapalli and Hana Hyder have the ideas and determination to effectively keep Altitude ahead of the competition. They believe that Dandelion can bring cloud computing and syncing to new levels by providing revolutionary organization and ease of use to various devices. In doing so, they believe they can raise Altitude into a successful and long-lasting business.

B. Trading Area Analysis

Dandelion's goal is to provide simplicity to people's lives by fully integrating their technology. Altitude's primary target market consists of American people 25-49 who own tablets and smartphones and live in households making over \$60,000 annually.

Dandelion is built to serve Altitude's primary target market, which consists of about 76.7 million people. About 35% of the United States, or 73.3 million American adults own smartphones, and about 22%, or 54 million people own tablets.⁴ In addition, the sheer size of the market indicates there is a pressing demand for simple cloud storage for the masses, and no company has fully addressed this market yet. The average age of Altitude's target market is between 25 and 49, and the market is growing younger every year; smartphone users are 65% more likely than the average mobile subscriber to be between the ages of 25 to 49.

Geographically, the majority of Dandelion users will live in large cities, as people who live in cities are statistically wealthier and more likely to own smartphones and tablets. We also expect a large hub of users in the Silicon Valley, as it is the technological capital of the United States.

Despite the clear demand and target market for Dandelion, there are no comprehensive competitors that are not limited by their own software in the market for cloud storage. Our main competitors in this market and industry include Dropbox, Apple's iCloud, Google Docs, and Windows Skydrive.

Dropbox is essentially a cloud storage service that allows users to share files from their computer by "dropping" them into a Dropbox folder installed on their desktop, represented by a box. It works by syncing the two devices using the Internet.

⁴ "Data Storage Corporation Partners With inFORM Decisions – Marketwatch." *MarketWatch*. Web. 6 Jan 2012. <<http://www.marketwatch.com/story/data-storage-corporation-partners-with-inform-decisions-2012-01-04>>.

However, Dropbox has relatively low upload speeds and only backs up files on the desktop application. This is inconvenient, and uses up unnecessary time and effort of the user. Dropbox also has a two gigabyte limit for free storage and does not work on tablets. Its plans for paid storage are limited and expensive; in order to receive more storage, they must purchase a minimum of 50 gigabytes at a price of \$9.99 per year.

Google Docs, another competitor, allows users to create, edit, and share documents, presentations, spreadsheets, images, and forms, and automatically updates files every time a change is made. However, Google Docs uploads are not compatible with any other software. Google Docs also requires users to use underdeveloped software for editing.

Skydrive is also a major cloud-storage provider. It offers seven gigabytes of completely free storage space, but is outdated and has low upload speeds. In addition, it only syncs Microsoft Office documents.

Our final and largest competitor is Apple's iCloud, which is a comprehensive service that instantly syncs and backs up documents, photos, videos, music, contacts, apps, and much more. However, it only syncs files through Apple software; external, unapproved applications will not be synced. In addition, it is only available on Apple products and Windows computers; if a user happens to have an Apple computer and an Android phone, iCloud would be effectively useless to them. iCloud's main problem is incompatibility with older versions of iOS and all versions of Android; Dandelion is much less limited than iCloud.

Although Apple will be a serious competitor due to its instant backup, simplicity, and design, iCloud operates on a limited number of products. It is also not compatible with Microsoft Office, and requires users to use Keynote and other limited Mac software. In addition, it is expensive and has syncing problems. iCloud's Photostream does not allow users sufficient

control to manage which photos are present; it always syncs the most recent 30 pictures, and pictures on the Photostream cannot be deleted. Another problem associated with iCloud is its inability to separate syncing; for example, if a family was sharing documents through iCloud, they would be unable to easily distinguish the owners of their respective files.

Provider	Cost (Monthly Purchase)	Free Storage Space	User Interface	Speed	Backup	Compatibility
Dropbox	50 GB – \$9.99 per month	2 GB	Minimalistic, Unfriendly, Tech Oriented	Slow Upload, Fast Download	No Backup	Mac, Linux, PC, iPhone, iPad, Android, BlackBerry
iCloud	20 GB – \$1.67 per month	5 GB	Friendly, Elegant, Easy to Use	Slow Upload, Slow Automatic Download	Automatic Backup of Recent Files	All Apple Hardware and Windows, Apple Software Only
Google Docs	25 GB – \$2.49 per month	5GB	Minimalistic, Inflexible, Complicated	Extremely Slow Upload, No Download	Automatic Backup of Google Software Files Only	Google Software Only, All Hardware
SkyDrive	20 GB – \$0.83 per month	7 GB	Complex, Outdated	Extremely Slow Upload	No Backup	PC, Mac, Windows Phone, iPhone
Dandelion	20 GB – \$0.42 per month	10 GB	Friendly, Elegant, Easy to Use	Average Upload, Fast Download	Automatic Backup of All Files	Mac, Linux, PC, iPhone, iPad, Android, BlackBerry

Chart Outlining Competitive Advantages and Disadvantages of Competitors

By comparison, Dandelion will be simple, and at Altitude, we are dedicated to providing our users with simplicity. Dandelion will also be easily accessible; it is compatible with the vast majority of operating systems and is affordable; the first ten gigabytes of storage, for example, are free. The premium version of Dandelion, Dandelion4U, is ad-free and provides 20 gigabytes for \$4.99, 50 gigabytes for \$8.99 and 100 gigabytes for \$15.99. Dandelion automatically backs

itself up to ensure little work on the part of the user, and the design will be clean and easy-to-use. Each file on Dandelion has a settings bar, allowing users to switch from default sharing if necessary, providing users with more flexibility than iCloud or Android services offer. Dandelion also is equipped with an easy share feature, allowing users to instantly share and view files from their friends; however, users will be able to edit using the software that the document originally consisted of. For example, multiple users would be able to simultaneously edit a word document, which would be automatically saving all changes as it backs itself up.

However, Altitude is a startup, and faces the problems associated with startups; low capital, few resources, and more. Our threats, although weak, are plentiful, but we are confident that Altitude has the potential and will to become a market leader in the cloud computing industry fairly quickly, due to vast opportunities and user needs that are not being fulfilled.

Dandelion will have monthly automatic updates to stay ahead of the competition and surpass user expectations. Altitude will slowly be introducing new products and services to help users organize and simplify their lives. Over time, Altitude will continually provide what customers really need and want, producing revolutionary, profitable products in order to solve societal problems. As a company, we are not afraid to cannibalize our own products; if we do not cannibalize our own products, our competitors will; our sole goal is to provide users with what they truly require. Because Altitude provides simplicity through an effective, easy-to-use life management tool, Dandelion will quickly become essential to a smartphone and tablet user, and will become extremely profitable as users increase their dependence upon cloud storage over time.

C. Market Segment Analysis

Altitude's primary target market consists of American residents above the age of 25 to 49, living in households earning more than \$60,000 per year who own smartphones or tablets; this market consists of about 76.7 million people. Households that earn above \$60,000 per year are also more likely to own technology and use it frequently, and thus will receive more value from Dandelion.

As technology becomes an increasingly larger part the lives of the American people, more people find themselves unable to handle the influx of data and information through social networking, advertisements, and their own growing files. Much of this data is stored locally, and many hardware tech products, such as tablets, smartphones, and computers find themselves unable to connect and effectively work together to maximize user value; the different devices run on different operating systems and different software, and other cloud storage solutions fail to integrate these.

Dandelion organizes and sorts this information, making it available whenever and wherever the user needs it; Dandelion provides simplicity in an increasingly complex, technological world. For the price of only a few dollars, Dandelion organizes user's life. Dandelion is revolutionary in the sense that it is among the first cloud storage that is all encompassing and is available on any major operating system and comprehensively syncs and continually backs up all files. Most importantly, Dandelion organizes files by scanning for key words and images and automatically dropping and labeling it in the correct folder or section of Dandelion.

Because of Dandelion's simple, elegant design and ease-of-use, it is able to connect personally to users; it is based off the idea that users should be able to access their files from any location with minimal effort. Altitude will make use of a "freemium" business model, which is based off of an underlying principle of increasing customer loyalty over time by increasing

customer value. Other companies that have successfully made use of a “freemium” business model are Pandora, Dropbox, Google, Apple, Skype, and Flickr.

D. Analysis of Potential Locations

Altitude’s marketing team and its executive team, consisting of CEO Sameera Vemulapalli, CTO Hana Hyder, CFO Stephen Lien, and CMO Nathan Kievman, will rent a small office outside of Silicon Valley. The location of this office will be 19925 Stevens Creek Boulevard, Cupertino, California, and Altitude will rent 600 square feet for \$1,850 per month.



Altitude’s office in Silicon Valley

Silicon Valley is the home of successful tech startups, including our main competitors, Apple and Dropbox. By being located close to our competitors, we can keep Dandelion as updated and competitive as possible; in business, location can be everything. As Silicon Valley is often considered the technological capital of the United States, renting an office in Silicon Valley encourages a continual flow of entrepreneurial ideas and provides the ability to take advantage of these ideas. Silicon Valley also provides access to talented, experienced employees and a significant customer base, and offices in this

area are initially expensive, but allow us to better satisfy user demands in the long run and provide our customers with life management.



Altitude’s office in Uttar Pradesh

However, in order to save money on salaries, land, and equipment, Altitude will outsource the majority its engineering department to Uttar Pradesh, India; salaries, rent, and some pieces of equipment are more affordable in India. The software team will consist of three software

engineers, a graphic designer, four cloud-specialists, a quality assurance engineer, and a manager. Altitude's CTO, Hana Hyder, has business connections in Uttar Pradesh through family and her internship at Jobvite, which will allow Altitude to efficiently communicate and work with the software team in order to create Dandelion. Altitude's Uttar Pradesh manager, Ravi Krishna Singh, has been working with us for several weeks to file the appropriate business licenses, tax forms, locate office space, and hire a software team. The software team will rent an office of 3,000 square feet at C-125, Sector-2 Noida near Metro Station for \$889 per month.

In addition to the software team, Altitude will begin building a data center in Uttar Pradesh beside the engineering office at C-125, Sector-2 Noida in Uttar Pradesh, India. The rent will be \$779 per month for a total of 1000 square feet of pre-furnished cloud-specific rental space. This initial data center will contain 25 high-capacity servers, 25 varying cloud-specific servers, and 25 other highly specialized servers. In addition, it will have access to the Internet, contain specific server racks, and be furnished with a power generator and four water cooling towers. As the number of Dandelion users grows, we will continue to expand and optimize our current data centers by purchasing other highly specialized servers, cloud-specific servers, water cooling towers, and power generators. Our first data center in Uttar Pradesh will be able to store about two hundred terabytes of data, or enough storage for 500,000 users who use an average of four gigabytes of clouds storage.

IV. Planned Operation

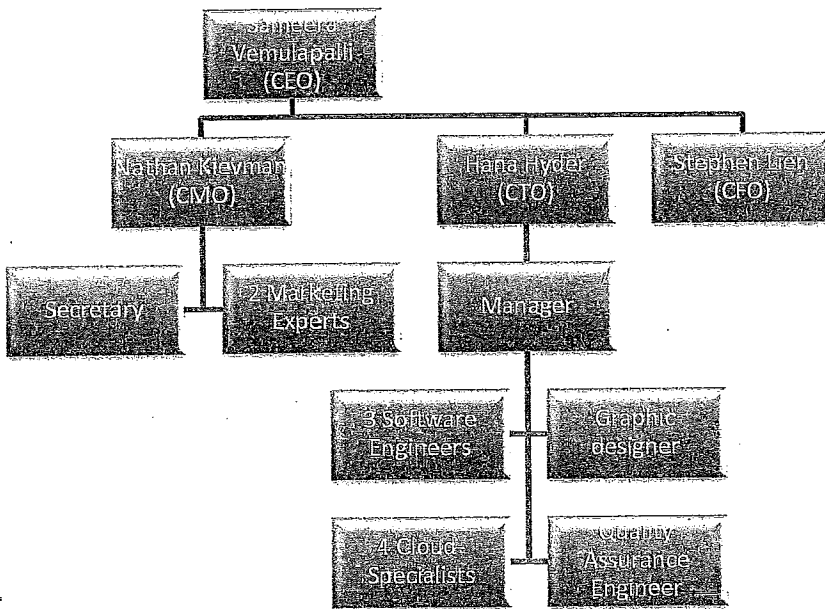
A. Proposed Organization

Altitude will first begin business by applying for proper business licenses in California and the United States, through a well-known law firm, Jefferey A. Wooten Law Offices, who specialize in tech startup clients. Following this, Altitude will file the appropriate local Silicon Valley business licenses and permits, California tax forms, and federal government application

forms. We will receive a Federal Employer Identification Number, and file for corporate, payroll, income, and sales tax in addition to small business tax breaks. Altitude will also apply for trademarks and patents to ensure that no other company can infringe on its intellectual property. After this, Altitude will officially put its staff on payroll, and separate ownership of Altitude into executive stakes, employee stakes, and venture capitalist stakes. Then, Altitude will continue software development for Dandelion, starting from our current prototype. We will also move into our office in the Silicon Valley. CMO Nathan Kievman will begin stage one implementation of his marketing plan and CTO Hana Hyder will immediately assemble beta testing groups and conduct user experience studies immediately following the completion of our prototype.

Altitude’s staff will consist of Sameera Vemulapalli, CEO, Hana Hyder, CTO, Nathan Kievman, CMO, and Stephen Lien, CFO. All four executives will make \$100,000 per year.

The CEO is responsible for the overall running of the business, from programming to distribution to marketing.



Proposed Staffing

Altitude’s CTO, Hana Hyder, is responsible for managing updates to Dandelion, making sure the code is concise, and generally is in charge of technical matters along with the initial code. A technical team will assist Altitude’s CTO in handling technical and engineering aspects of Altitude will remain in Uttar Pradesh,

India, but will frequently travel to Silicon Valley. The engineering team will consist of three software engineers, a graphic designer, four cloud-specialists, a quality assurance engineer, and a manager, all who will report directly to the CTO.

The CFO, Stephen Lien, is responsible for planning for Altitude's future by taking out loans, keeping track of the business' cash flow, and planning for overall future financing.

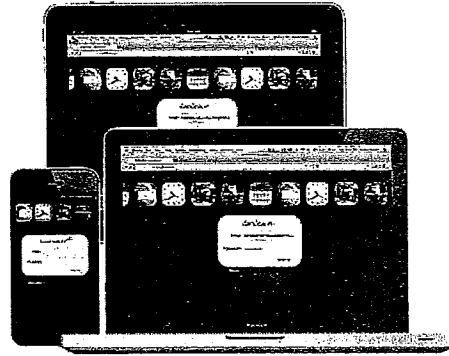
Altitude's CMO is in charge of creating and executing an effective marketing plan that will position Altitude and Dandelion as comfortable and cool. Nathan Kievman has already begun to prepare a marketing plan for Altitude, and a small marketing team will assist him in his efforts. He will have two marketing experts working under him, who will make up the marketing team. The marketing team will be working closely with the beta testing groups and the software development group in order to create the best product possible. In addition, Altitude will hire a secretary to work in the Silicon Valley office.

Altitude stakes will be split so that the CEO and CTO each own 25%. Nathan Kievman, CMO, will own 5%, and Stephen Lien, CFO, will own another 5%. The venture capitalist will own 40% of Altitude, and the remaining 5% will be split equally among other employees so that every employee has a personal stake in the profitability of the company. This will also promote a team atmosphere.

Altitude will be filed as a C Corporation, which is the type of business that best fits it. Within a C Corporation, the owners and the shareholders have limited liability. They are not personally responsible for the debts and wrongdoings of the business; the business is, in itself, a separate entity. C Corporations, however, do pay double tax rates and are slightly more expensive to launch. C Corporations can also sell stocks to an unlimited amount of investors. Due to the lack of limits on the number of stockowners, C Corporations generate comparatively more money in IPOs than other types of businesses.

B. Proposed Product

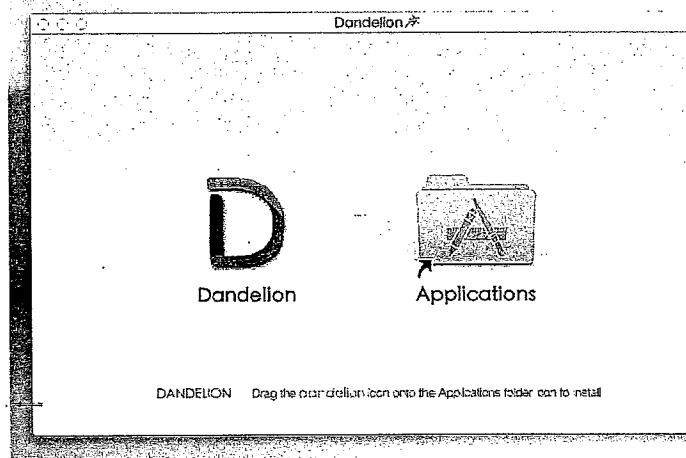
Dandelion provides life management and simplicity through cloud storage in the form of an application, which performs system and software integration. Dandelion syncs, backs up, and shares a user's photos, videos, documents, presentations, and other files over the Internet. Essentially, it equips users with constant access to all of their personal data over the Internet on devices such as smartphones, computers, and tablets.



Dandelion on Various Platforms

Dandelion's benefit over other cloud computing services is that it is almost universally compatible with different software and operating systems because of its seamless system integration. It will be compatible with Android, iOS, Blackberry OS, Windows, Mac OSX, Linux, and all major tablet operating systems, and can sync and convert virtually any file. Dandelion also automatically organizes users' files by scanning the file for key words or pictures that allow it to sort files into different preset folders; this intuitive system allows Dandelion to serve not just as a storage-provider, but a life-management tool.

When users first download Dandelion, they have a choice between



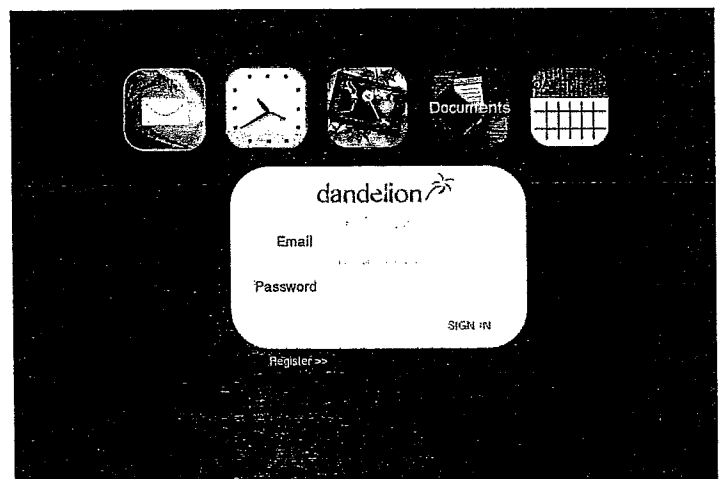
Dandelion Undergoing Download

several syncing plans; the cost of Dandelion depends on the amount of data that a user syncs. For the first two months of beta testing after Dandelion's release, we will offer 100 gigabytes of storage completely free, accessible by invitation only, in order to build a large user base; this promotional method has been successful with companies such as Bitcasa and Dropbox.

Following this two-month period, each new user automatically receives ten gigabytes of free storage, supported by ad revenue. However, if users want an ad-free storage space or additional storage space, Dandelion4U, the premium version, is available. Dandelion4U will provide ad-free premium accounts. The free accounts will have ads, which will generate revenue when users click on them. In order to maximize the click rate, we will tailor ads to certain demographics using stored data relating to the user. We will lower our prices over the years, as data storage costs have been shrinking every year, and eventually we will be entirely dependent on ad-based revenue. We estimate that cloud storage prices will decrease by about 25% annually.

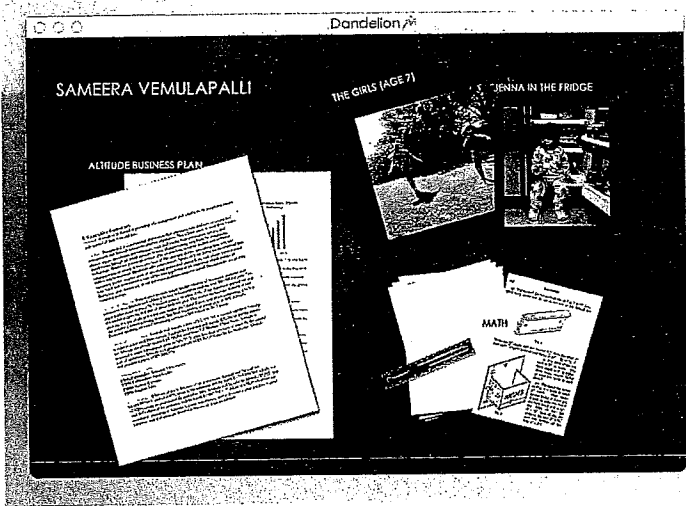
As new technologies develop and specialize, people become increasingly mobile. Today, it is common to use smartphones, computers, and tablets; however, when these technologies do not work together, the users suffer, as they cannot access their own personal data, due to fragmented operating systems and

incompatible software. Dandelion brings easy access and sharing of a user's personal and work digital space in order to ensure maximum efficiency and convenience by syncing files. Dandelion's simplicity, convenience, and comprehensiveness makes it the ideal solution. When a user first opens



Dandelion Homepage

Dandelion, they are directed to a homepage with a login screen. After logging in, recently uploaded files are displayed across the homescreen. By clicking on these files, a user can open and edit them. Older files can be accessed through a button in the bottom right hand corner of the homescreen.



Dandelion After Login on a Desktop

uploaded to Dandelion work very similarly; once a user uploads a file to Dandelion, Dandelion will store and constantly back up any changes to the file. By accessing Dandelion, users can access their videos, photos, documents, and presentations from anywhere. However, if the device the user is using does not have the software to open or view the document, Dandelion will convert these files into PDFs, Adobe Reader, JPEGs, text files, and many other formats that can be viewed and edited,

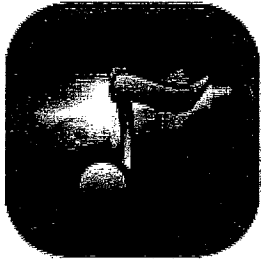
The Dandelion homepage is accessible in several different ways: users can go to the Dandelion website on a computer, click the Dandelion desktop application on a user's desktop, or open the Dandelion application on a tablet or smartphone.

The videos, photos, documents, and presentations



Videos, Photos, Presentations, Documents

depending on the user's preference; this makes it compatible with multiple platforms. Dandelion also permits multiple users to edit the same file at the same time, due to the automatic backup system and the fact that the file is located on the cloud.

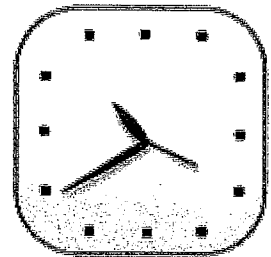


Music

Dandelion also connects to a device's music library, so a user can sync all their music in less than ten seconds. By default, a music file is stored in the MP3 format, as this reduces size by 90% while retaining almost CD quality audio. However, if a user is willing to pay for the storage, Dandelion also offers WAVEform audio format Sound files, which provide

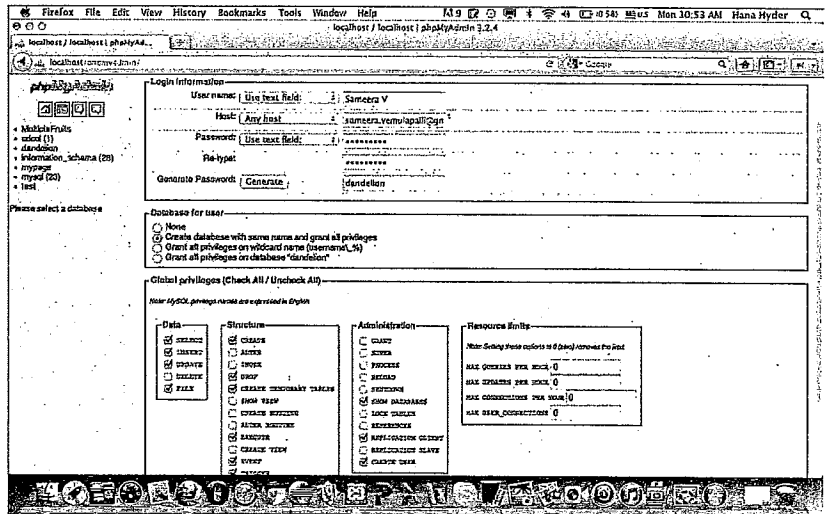
the highest quality audio available.

Dandelion also notifies users when a user has shared a file with them.



Notifications

The database, file, and web servers located in Altitude's data centers allow Altitude to store user data, which can later be accessed through Dandelion and the Internet. Many outsourced data centers provide, however, low data transfer rates. In order to resolve this issue, 35% of the servers in our data centers will be cloud-specific, compared to an industry average of 10%-15%; more cloud-specific servers allow for optimization of

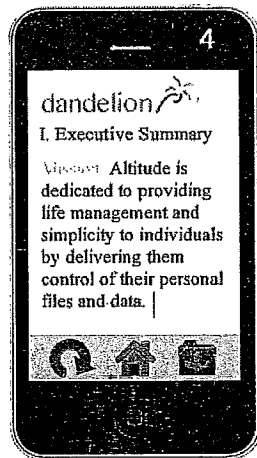
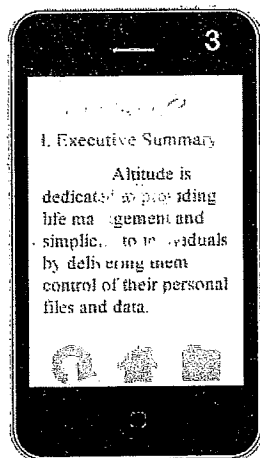
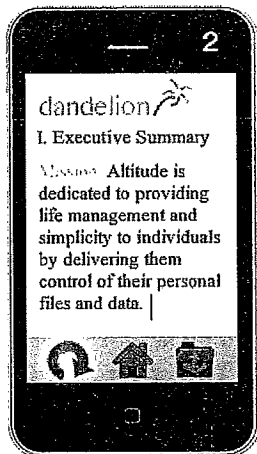
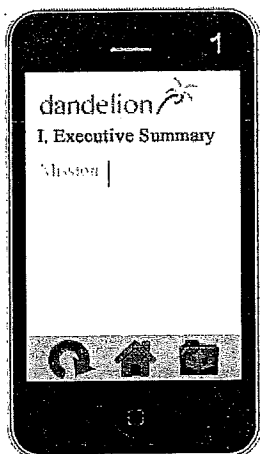


User Setup in Dandelion's PHPMYAdmin Database

upload and download speeds. We will also have multiple copies of each file in different data centers to account for data recovery, and will take several serious security measures to ensure the absolute privacy of our user's personal files. We will use encryption through complex algorithms, and authentication process, and authorization practices in order to ensure complete security of our user's data. We also ensure that Dandelion's code will be closely monitored and tight-knit, to prevent hacking. In the case that a successful hack does occur, our team will immediately take action and direct all resources and efforts into damage control to prevent future incidents and secure all data. The service of cloud storage is essentially providing users with storage without users having to acquire, store, and maintain the physical servers, infrastructure,

and the platform that is necessary for cloud storage, allowing them to avoid large overhead costs. By utilizing the Internet, cloud storage offers infrastructure and servers on a usage-dependent basis, and provides infrastructure and platform as a service. In addition, as the data is stored in the cloud, it can be accessed by any device that can connect to the Internet when users open their accounts.

Altitude's cloud-computing infrastructure will use the quicker and faster methods of storing and saving data. With the incremental or differential data repository method, the files and data stored will be saved in increments of time and will recursively reference previous points of the file and update those



Dandelion's Automatic Backup System in Progress

to the current file. This method of backing up user files is commonly used and cost-effective in the cloud computing industry. By acting as a remote backup service, Dandelion safely maintains user data that repeatedly updates. However, in the case that the file is entirely deleted at a different point of time when the incremental period meets that current time, Dandelion will not delete the file unless the user confirms the file should be removed. By using a file system that compares data, Dandelion will also scan user data to identify the type of data that the user has saved. For example, if a user has uploaded pages from a math textbook, Dandelion will recognize math symbols and identify the file as math. We have already created a working prototype of Dandelion, which is currently undergoing alpha testing periods. Dandelion can achieve this through its unique algorithm, developed at Altitude, that encrypts data and compresses it on ten times less disk space. This allows us to keep our costs down and ensure fast upload and download speeds.

We propose a pricing structure in which the user pays for the amount of data used incrementally. When a customer exceeds the ten gigabyte free limit, he can purchase ad-free premium accounts, with 20 gigabytes for \$4.99 per year, 50 gigabytes are \$8.99 per year, and 100 gigabytes will cost \$15.99 per year.

Dandelion users will be easily able to pay these low fees through the app market on their phones, or through online credit card transactions through their computers. This promotes convenience and efficiency, as once a user has purchased data, their monthly payments are automatic and require no extra work on a user's part.

When a user downloads Dandelion, they automatically receive ten free gigabytes; this follows the "freemium" model that many successful cloud computing services follow; offer a certain amount free, and users will pay for premium or upgraded version. All "freemium"

businesses have a user conversion rate, which is the percentage of users that become paying users. We estimate that Altitude's user conversion rate will be approximately 4%, which is comparable to Pandora's user conversion rate of about 4.2% and Dropbox's user conversion rate of 4.1%.

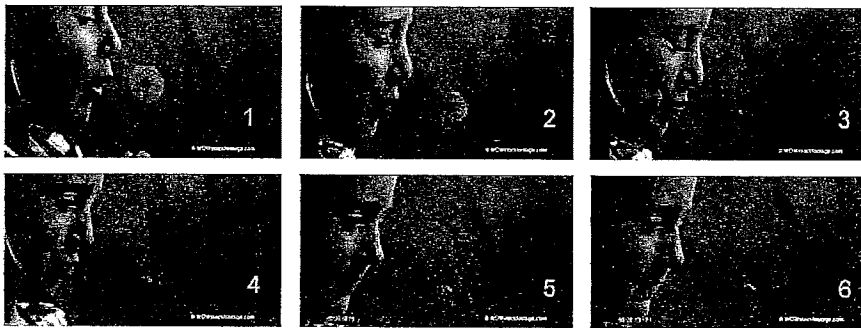
However, in order to achieve the mass market required for profitability, Altitude will make use of strong brand image, customer loyalty, and strong brand positioning. This can be achieved through a full user sensory experience and exceptional customer service.

C. Proposed Marketing Strategies

Because of the intense competition in the cloud-storage industry, Altitude needs to create a sense of excitement within our target market through our marketing in order to differentiate Dandelion, increase brand awareness, and create a positive brand image.

We plan to project a company image of youthful energy and of likable intelligence, which will appeal to our target market of smartphone and tablet users through a common passion for technology. We also plan to project a product image of modernization and comfort through our overall design, graphic user interface and through associated sensory emotions, which will produce a brand positioning of being effortlessly cool.

In a world full of marketing, however, getting a clear message to the customer is difficult; people are bombarded with nearly 3,000 promotional messages per day. In order to stand out, we will use sensory marketing to build Altitude into a brand by connecting with potential customers on a deeper level. Several successful examples of sensory marketing are Coca-Cola's classic red color and ridged glass bottle, McDonald's golden arches, and the Windows startup tune. To incorporate sensory marketing into Altitude, we will create modern, cool videos built of sensory stimuli. We hope to associate Dandelion visually with dandelions and vintage childhood memories, which will strongly appeal emotionally with a sense of wistful happiness to our target



We make it come true.
7

dandelion  8

dandelion  9

Dandelion Video Storyboard

market of smartphone and tablet users aged, on average, 25-49. In addition, our graphical user interface invokes these emotions through the use of wooden textures, metallic structures, and simplistic organization.

Also, to portray Dandelion as a product concerned about the user, the Dandelion logo will be preceded by a tinkling effect and the words, “We make it come true.”

In order to increase brand awareness, Altitude will use low-cost social networking platforms such as YouTube, Reddit, Facebook, Twitter, BlogSpot, and Pinterest. We will spread our videos and other promotional material through these channels to reach out to the maximum amount of users. This has proved enormously successful with Rovio, Dropbox, and many other companies. In addition, we will be holding a video competition, and the subject of the videos would be “How I Use Dandelion.” Users will submit videos to YouTube, and the best videos will be spread around the Internet by Altitude. The winner of the competition would receive one of two options; a full expenses paid trip to the Super Bowl with front-row tickets and a chance to meet the athletes or a full expenses paid trip to Fashion Week with backstage passes and dinner with Anna Wintour, editor-in-chief of Vogue magazine. This would generate a significant amount of awareness and would create a sense authenticity. This also allows us to make use of word-of-mouth marketing, as our customers are spreading the news about Dandelion to millions of other people.

In addition, during the first two months of beta testing following release, Altitude will give away 100 gigabytes of permanent storage, completely free, to each beta tester and the friends they invite to Dandelion in order to quickly build a large user base and increase brand awareness. In addition, this will also build a sense of community through the perceived exclusivity of an invitation. Following this two month period, the beta testing group will keep all 100 gigabytes of their accounts, but any new accounts will still receive ten gigabytes of free storage. However, as users become more dependent on Dandelion and store more and more of their data on Dandelion, they will become increasingly willing to pay for the service; a study of Dropbox users showed that users were almost 20% more likely to switch to a premium plan after only a few months of using the free version. This free version of Dandelion will be available to all users, everywhere, upon download.

In addition, Altitude executives will be personally meeting with major IT figures and celebrities across America to convince them to use Dandelion during the beta testing period. This will also provide Dandelion with a sense of authenticity, as people believe and trust the judgment of tech-savvy people and celebrities. If these public figures use Dandelion, other people will take an interest in Dandelion and it will filter through their networks and will quickly expand through social media.

The goal of our four major brand awareness promotional methods – commercials, user-submitted video contests, an exclusive beta testing period, and networking with significant IT figures and celebrities, have an end goal of getting thousands of tech writers, bloggers, and people on forums excited and writing about Dandelion, which further spreads the message on to more potential customers.

Altitude will also hire the PR firm Porter Novelli, which will work with us to further develop Altitude's brand image, positioning, and brand awareness through major media and print outlets. They will hold press releases, publish newspaper articles, send out public emails, and

help film commercials in order to raise awareness of Dandelion, which will further aid Dandelion in becoming an Internet phenomenon. Porter Novelli will help Dandelion appear in Bloomberg BusinessWeek, TechCrunch, the New York Times, Time Magazine, the Wall Street Journal, and the Harvard Business Review. Porter Novelli also has significant experience working with startups, and has expressed a particular interest in working with Dandelion to create a successful marketing strategy.

Altitude's initial marketing budget will be \$150,000 per month beginning in May 2012. By the end of 2012, however, Altitude will be spending \$250,000 per month on marketing. In total in 2012, Altitude will have spent \$2.6 million on marketing alone. Altitude will constantly be increasing its marketing budget to stay on top of its game and to constantly gain new customers in order to ensure long-term profitability. For example, in 2013, \$4.7 million will be allotted for marketing. At the beginning of 2012, \$20,000 will be spent per month on creating promotional videos, \$20,000 will be the reward for the best user-made video, \$45,000 will be dedicated to travel expenses to meet with public figures, and \$55,000 will be spent on PR firms monthly. The rest of Altitude's comprehensive marketing strategy, including the beta testing period, the interest of bloggers, tech writers, and Internet forums, is free.

After significant market research, Altitude has determined that this is the most effective marketing strategy for its needs. Hana Hyder and Sameera Vemulapalli have contacted executives at various successful companies, such as Adobe, via email. These executives have worked with Altitude to perfect its marketing strategy. Many of Altitude's competitors in this market have ineffective marketing strategies, which have resulted in only moderate success or complete failure. This marketing strategy, led by Nathan Kievman, CMO, is the most cost-effective, efficient way to maximize brand awareness while promoting brand image and positioning to increase the user base of Dandelion.

V. Planned Financing

A. Projected Income and Expenses

Income Statement of 2012	January	February	March	April	May	June	July	August	September	October	November	December
Total Users	100,000	254,600	401,750	552,551	700,000	848,600	1,000,000	1,148,600	1,300,000	1,451,600	1,603,150	1,754,651
Advertisement Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$45,000	\$114,570	\$180,791	\$307,345	\$522,487	\$731,482
Paying Users	0	0	0	0	0	0	0	5092	12053	27320	34832	58893
Premium Account Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,656	\$20,490	\$46,443	\$59,215	\$96,718
Gross Income	\$0	\$0	\$0	\$0	\$0	\$0	\$45,000	\$123,226	\$201,281	\$353,789	\$581,703	\$828,200
Operating Expenses												
Marketing & Advertising	\$0	\$0	\$0	\$0	\$150,000	\$150,000	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000
Maintenance	\$0	\$0	\$0	\$0	\$3,100	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000
Server Costs	\$0	\$0	\$0	\$0	\$150,000	\$196,000	\$235,200	\$282,240	\$338,688	\$406,426	\$487,711	\$585,253
Other Data Center Costs	\$0	\$0	\$0	\$0	\$10,500	\$13,720	\$16,464	\$19,757	\$23,708	\$28,450	\$34,140	\$40,968
Salary & Wages	\$0	\$0	\$0	\$0	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800
Domain Hosting	\$0	\$0	\$0	\$0	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Rent	\$0	\$0	\$0	\$0	\$1,289	\$1,289	\$1,289	\$1,289	\$1,289	\$1,289	\$1,289	\$1,289
Telephone	\$0	\$0	\$0	\$0	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Utilities	\$0	\$0	\$0	\$0	\$6,000	\$6,000	\$6,500	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Travel	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Legal	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$3,000	\$0
Insurance and Loan Payments	\$0	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenses	\$0	\$0	\$0	\$0	\$419,289	\$444,409	\$536,853	\$587,686	\$699,085	\$771,564	\$861,539	\$962,910
Net Profit Before Taxes	\$0	\$0	\$0	\$0	(\$419,289)	(\$444,409)	(\$491,853)	(\$464,459)	(\$497,804)	(\$417,776)	(\$279,837)	(\$134,709)
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800
Net Profit After Tax	\$0	\$0	\$0	\$0	(\$419,289)	(\$444,409)	(\$491,853)	(\$464,459)	(\$497,804)	(\$417,776)	(\$279,837)	(\$135,509)

Cash Flow Statement 2012	January	February	March	April	May	June	July	August	September	October	November	December
Cash from personal assets	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash from other assets	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase in cash during the period	\$0	\$0	\$0	\$0	(\$419,289)	(\$444,409)	(\$491,853)	(\$464,459)	(\$497,804)	(\$417,776)	(\$279,837)	(\$135,509)
VC Funding	\$0	\$0	\$0	\$0	\$3,319,991	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash balance at beginning of period	\$140,000	\$40,000	\$40,000	\$40,000	\$40,000	\$2,940,702	\$2,496,293	\$2,004,440	\$1,539,981	\$1,042,177	\$624,401	\$344,564
Cash balance at period end	\$40,000	\$40,000	\$40,000	\$40,000	\$2,940,702	\$2,496,293	\$2,004,440	\$1,539,981	\$1,042,177	\$624,401	\$344,564	\$209,055

Cash Flow Statement	2012	2013	2014	2015	2016	2017
Cash flows from operating activities						
Cash received from accounts receivable	\$2,133,199	\$26,881,430	\$70,221,617	\$133,041,967	\$250,301,603	\$476,075,027
Cash paid to accounts payable	\$5,283,335	\$18,824,900	\$52,594,716	\$98,914,080	\$183,548,595	\$311,744,401
Net cash from operating activities	(\$3,150,136)	\$8,056,531	\$17,626,902	\$34,127,887	\$66,753,008	\$164,330,626
Cash flows from investments						
Cash from personal assets	\$40,000	\$0	\$0	\$0	\$0	\$0
Cash from loans	\$100,000	\$0	\$0	\$0	\$0	\$0
Increase in cash during the period	(\$3,150,136)	\$8,056,531	\$17,626,902	\$34,127,887	\$66,753,008	\$164,330,626
VC Funding	\$3,543,637	\$0	\$0	\$0	\$0	\$0
Cash balance at beginning of period	\$3,683,637	\$533,501	\$8,590,032	\$26,216,934	\$60,344,821	\$127,097,828
Cash balance at period end	\$533,501	\$8,590,032	\$26,216,934	\$60,344,821	\$127,097,828	\$291,428,455

Although Dandelion's projected growth may appear optimistic, Dandelion's projected growth model is determined based upon current trends in the cloud computing industry. Our revenue model consists of free ad-based accounts and premium accounts. We estimate that our

user conversion rate, or the amount of users that will pay for a premium account in Dandelion4U, is about 4%. Most of our revenue comes from advertisements on the free accounts, which will generate an average of \$0.45 per user per month. The average paying user, meanwhile, will generate \$1.70 per month.

Our high growth rate results from the fact that companies in the cloud computing industry tend to have extremely high growth rates; as a result, our company valuation after six years will be relatively high.

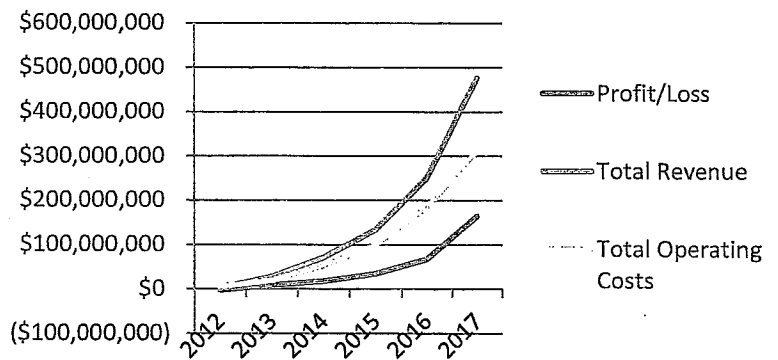
As a VC, you will own 40% of Altitude; Altitude is at a stage of development where we already have a prototype, employees, and have already created some marketing materials. We are in a promising industry and are filling a real demand for simplicity. Your return on investment compared to the initial investment is enormous, and you are still the single largest stakeholder in Altitude.

B. Proposed Plan to Meet Capital Needs

Hana Hyder and Sameera

Vemulapalli will need \$3,300,000 in seed money to successfully run Altitude. The rest of the total cash flow deficits will be covered by a \$100,000 loan from J.P Morgan Chase, repaying at \$1,933 per month

Projected Growth



in five years at a 6% interest rate. Hana Hyder and Sameera Vemulapalli will also contribute \$20,000 each. With this original investment, Altitude will be able to fully develop and successfully market Dandelion. We will run a very profitable business, with cash-flow deficits

ending in March 2013. After only eight months of sales, Dandelion will generate enough profit to run Altitude without extra funding.

VI. Conclusion

With your investment of \$3,300,000, we can transform this startup into a profitable, innovative company by satisfying user demands and providing simplification in a time of increasing complexity. Without the investment, Hana Hyder and Sameera Vemulapalli will be unable to launch this startup off the ground and fully market Dandelion. This investment is also a rare opportunity for incredible returns on investment; in case of IPO, Altitude will sell for \$4,870,000,000, and your 40% share of the company will be worth \$1,950,000,000. This is a 58,000% return on investment in only six years, compared to the stock market's average annual return of 6%. In case of an acquisition, Altitude will sell for \$4,390,000,000, and your stake in the company will be worth \$1,760,000,000, which is a 52,000% return on investment.

Dandelion could completely change the way people use technology and revolutionize the way these devices communicate, making technology simpler and more effective than ever before. Because of Dandelion's inherent value proposition for the user, it is easily the most useful application on a user's devices. By entering the cloud storage market with an essential life management tool such as Dandelion, we can quickly capture a large market share, and generate huge profits, reaching breakeven in less than one year of sales.

Dandelion could be so much; all that is necessary to get Altitude off the ground and launch the Dandelion is a simple investment of only \$3,300,000.

VII. Bibliography

- "Tablet sales will be equivalent to 15% of PC market in 2011." *The Guardian*. N.p., n.d. Web. 6 Jan. 2012. <<http://www.guardian.co.uk/technology/2011/sep/15/ipad-tablet-market-2011-forecast>>.
- "Tablet sales will be equivalent to 15% of PC market in 2011, says IDC | Technology | guardian.co.uk." *Latest US and world news, sport and comment from the Guardian | guardiannews.com | The Guardian*. N.p., n.d. Web. 6 Jan. 2012. <<http://www.guardian.co.uk/technology/2011/sep/15/ipad-tablet-market-2011-forecast>>.
- Brusco, Michael J., and Stephanie Stahl. *Branch-and-bound applications in combinatorial data analysis*. New York: Springer, 2005. Print.
- "Data Storage Corporation Partners With inFORM Decisions - MarketWatch." *MarketWatch*. N.p., n.d. Web. 6 Jan. 2012. <<http://www.marketwatch.com/story/data-storage-corporation-partners-with-inform-decisions-2012-01-04>>.
- Decatur. "Global Tablet Computer Market Set For Rapid Growth." *PRWeb*. N.p., n.d. Web. 6 Jan. 2012. <<http://www.prweb.com/releases/2011/01/prweb4985134.htm>>.
- "Invictus Mobile Media | Smartphone Demographics." *Invictus Mobile Media | Mobile Device Application Development Specialists*. N.p., n.d. Web. 6 Jan. 2012. <<http://www.invictusmm.com/pages/smartphone-demographics.cfm>>.
- Lipsey, Richard G., and Peter Otto Steiner. *Economics*. New York: Harper & Row, 1966. Print.
- "Mobile and Smartphone Users Demographics | Online Marketing Trends." *Online Marketing Trends*. N.p., n.d. Web. 6 Jan. 2012. <<http://www.onlinemarketing-trends.com/2011/04/mobile-and-smartphone-users.html>>.
- "OPA." *OPA*. N.p., n.d. Web. 12 Jan. 2006. <[onlinepubs.ehclients.com/images/pdf/MMF-OPA_-_Portait_of_Todays_Tablet_User_-_Jun11_\(Final-Public\)2.pdf](http://onlinepubs.ehclients.com/images/pdf/MMF-OPA_-_Portait_of_Todays_Tablet_User_-_Jun11_(Final-Public)2.pdf)>.
- Rittinghouse, John W., and James F. Ransome. *Cloud computing: implementation, management, and security*. Boca Raton: CRC Press, 2010. Print.
- "What are the age demographics of smartphone users? - Quora." *Quora*. N.p., n.d. Web. 6 Jan. 2012. <<http://www.quora.com/What-are-the-age-demographics-of-smartphone-users>>.
- "Mobile and Smartphone Users Demographics." *Online Marketing Trends*. Web. 6 Jan 2012. <<http://www.onlinemarketing-trends.com/2011/04/mobile-and-smartphone-users.html>>.

VIII. Appendix

The following is an e-mail from Shantanu Narayen, current CEO of Adobe, Sameera Vemulapalli and Hana Hyder on marketing and public relations management.

Shantanu Narayen to me, hana.hyder Adobe.com Mar 16 11:29 AM Reply

1. To you, what is most important to run an effective business? The most important thing is having a great team – people with complementary skills who are aligned to a common vision and passionate about working together to reach it.
2. How important do you think CRM is in a company? The customer relationship is vital to a business. You have to understand customers in order to build the right products. And loyal customers who feel engaged and inclined to recommend your products are way more valuable than any advertising campaign.
3. How do you effectively manage customer relations? We engage with our customers in many different ways, depending on how they want to interact with us. Individuals, like graphic designers and photographers may look for information on Adobe.com and buy there, or they may choose to buy through a reseller like Amazon or Best Buy. Corporate or government customers tend to want to interact with a live sales person before making their decisions. The relationship doesn't end with the sale... we make sure customers can get training, implementation consulting, and support, in order to get the most out of our products.
4. How quickly do sales grow of a very successful product? Sometimes it takes foresight and patience for a product to become successful. Acrobat was one of those products – early on, even some of our own employees were skeptical. Now it is one of our biggest products, generating over \$600 million in annual revenue.
5. What are the key elements to creating a successful product? Key questions you need to answer to create a successful product: Who is the target user? What is the problem that we want to help them solve – not just as it's understood today, but also in the future? And what unique insights can we bring to solving it? That helps to define a winning product plan...Then you have to actually build the product, market it, and get it into the hands of customers.
6. Do you ever intend on making an application on the iPad? We already do! Check out Photoshop Express Mobile for your photos and Adobe Ideas for drawing.
7. How does Adobe market its products? Our marketing is organized around the business objective – are we trying to increase awareness or consideration? Or trying to get customers to purchase now? The tactics span everything from PR and product reviews, to seminars and events. A growing portion of our marketing is now done online – through Adobe.com, search, display ads, Facebook and other social media.
8. How do you develop a good company culture? A company culture is something that is embodied in the employees – not just in terms of what you say, but in terms of how you behave and what gets rewarded. For example, at Adobe, we expect all employees to demonstrate our values of being Genuine, Exceptional, Innovative, and Involved. That means we expect our leaders to behave and do business in a way that is consistent with those values. We also consider these qualities when we hire people, give performance reviews, and make decisions on promotions.
9. What are the most important people and leadership skills to have in business? It's important to understand and appreciate that people have different personalities and are motivated by different things. Being able to tailor your approach to draw the best out of the people around you is a very powerful thing.
10. When is the next version of Photoshop coming out? That's what is called a trade secret...you'll just have to keep checking on Adobe.com to find out!
11. What the best piece of advice anyone ever gave you? Get gratification from what others do, because the higher you get in management, the less you do yourself. :-)

Good luck.

Shantanu

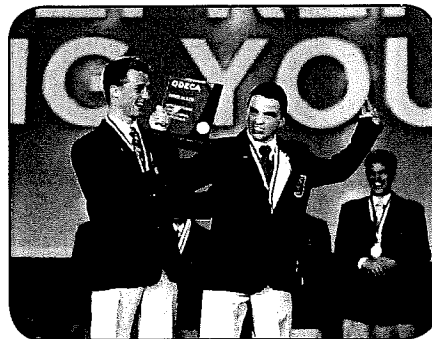
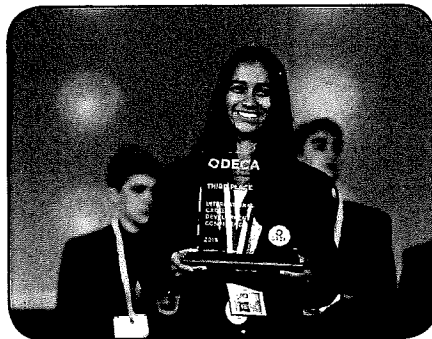
From: Sameera Vemulapalli [mailto:sameera.vemulapalli@adobe.com]
 Sent: Sunday, March 13, 2011 7:29 PM
 To: Shantanu Narayen

Cc: hana.hyder@adobe.com
 Subject: Re: Business Advice for Us

Reply Reply to all Forward

2013 INTERNATIONAL CAREER DEVELOPMENT CONFERENCE

WRITTEN EVENT WINNERS



ENTREPRENEURSHIP WRITTEN EVENT

1st Place

Kristoffer Nilsen

Hudson Attar

Kenny Young

*The Woodlands College Park
High School, TX*



**Entrepreneurship Written Event
BusinessMatch Online Services Marketplace**



BusinessMatch

(Limited Liability Corporation)

**TWCP DECA
The Woodlands College Park
3701 College Park Dr.
Houston, TX 77384**

**Hudson Attar, Kenny Young, Kristoffer Nilsen
7 January 2012**

Table of Contents

I. Executive Summary.....	1
II. Introduction.....	2
III. Analysis of the Business Situation.....	4
A. Self Analysis	4
B. Trading Area Analysis	7
C. Market Segment Analysis.....	10
D. Analysis of Potential Location.....	12
IV. Planned Operation of the Proposed Business	13
A. Proposed Organization.....	13
B. Proposed Products/Services	14
C. Proposed Marketing Strategies	18
V. Planned Financing.....	21
A. Projected Income and Expenses.....	21
B. Proposed Plan to Meet Capital Needs.....	25
VI. Conclusion	28
VII. Bibliography	29

I. EXECUTIVE SUMMARY

Mission Statement: BusinessMatch is a service designed to provide a new and effective vehicle for interaction between professional entities, creating healthy professional relationships and impelling the growth of a robust economy.

Product: BusinessMatch is a secure, online service forum and resource for professional people and their businesses to network in order to find, purchase and/or engage in the sale of featured advertising listing packages, advertisement removal, insurance, and business relationships.

Industry and Market: BusinessMatch's primary target market is, succinctly, professional America. This can be divided further into two categories: freelancers and corporate entities. No other constrictions are unnecessarily placed upon the target audience as the service is more than capable of meeting the needs of this broad audience. BusinessMatch makes extensive use of the exploding industries of cloud computing and internet retail; the former has consistently grown by 30% per annum, and the latter continues to achieve success so extensive as to bankrupt traditional retailers like Borders. A key principle of this endeavor is the catalyzation of community interaction, and BusinessMatch will initially debut exclusively in Houston to test the efficacy of the concept in this regard.

Financial Information: BusinessMatch Operating Company (BMOC) will require an initial investment of \$351,700 to be used for the design and construction of the website, marketing of the business, and working capital to operate the company. The three executive partners will each contribute \$35,000 and will seek an Angel Investor to loan the additional \$246,700. In exchange for the loan, the Angel Investor will also be given warrants that can be exchanged for stock in lieu of repayment of the debt for up to 40% of the company. It is projected to take 90 days after funding to launch Business Match with the first month's profit projected to be \$134,715 and total net profit to be \$10,903,964 after one year.

Executive Team:

CEO and Cofounder - Kenneth Young

CFO, CTO and Cofounder - Hudson Attar

COO and Cofounder - Kristoffer Nilsen

Exit Strategy: It is anticipated after seven (7) years of profitable operations, the executive team will seek a purchaser of their business with a projected purchase price of ten (10) times annual earnings, which should produce a return equivalent to roughly twenty-nine thousand (29,000) times each partner's initial investment and roughly four thousand (4,000) times the Angel Investor's initial investment.



II. INTRODUCTION

BusinessMatch is a national service with independent regional subsections (akin to the states within a federal government) broadly targeted at local business, with the goal of creating meaningful connections between potential partners. The economic uncertainty plaguing American markets can be alleviated by building strong local ties with a central foundation, and we believe that the service outlined in this plan presents the best basis for such interactions. Additionally, we feel that the localized nature of BusinessMatch reflects the national trend back towards community business, community politics, and community living. The service will thrive on the basis of this national pronation, and the natural tendency towards locality will ensure a strong customer base, with a pronounced sense of loyalty stemming from the pro local business aspects of BusinessMatch.

The principle of the company is simple: to offer an online marketplace for the buying and selling of a wide range of professional services, inclusive of anything from cobbling to construction. A carpenter in New York City, for example, can sell a four hour block of his time on the following Saturday, and companies in need of carpentry services can bid. Conversely, the same companies could create listings for the proposed carpentry and carpenters could bid for the offered work. Revenue is derived from several sources including: advertisements served on the page, a percentage fee levied on each completed listing, various packages of services, and a flat \$1.50 fee which will be levied on every listing created.

BusinessMatch also has the powerful effect of equalizing the playing field between industry giants and smaller enterprises. By simplifying individual business agreements, the service allows any company or individual to compete fairly for the same contract, using their economic resources equitably and without external interference or influence from more dominant



industries. This is beneficial in both high demand and low demand areas for those offering services and those receiving services, as in any case BusinessMatch clarifies the nature and the amount of competition and demand. The mitigation of the “Old Boy’s Club” pseudo-oligarchy is an important step that needs to be taken if America hopes to see a revitalized economy; BusinessMatch redefines professional interactions so as to be conducive towards making that leap forward.

Key sources for this report include information from Amazon Web Sources, AdRolls return predictions, and local business listing services like Yahoo! and Yellow Pages. We would also like to thank the College Park High School DECA sponsor, Ms. Julie Lowe, and the rest of College Park DECA. This presentation would not have been possible without the unfailing support of a variety of munificent individuals. Thank you all.



III. Analysis of the Business Situation

A. Self-Analysis

Having three years of experience working with his father at Vitruvian Explorations, **Kenny Young** is well acquainted with the mechanics of business in today's society, specifically in the petroleum industry. Through his ventures, he has developed a strict discipline in high-risk high-gain decision making, an intuitive feel for fluctuations in supply and demand, and an eagerness to contribute to the recovery of the local and national economy. He feels that taking a social initiative on the many problems present in today's financial crises will contribute greatly to their remedy and will facilitate a strong sense of solidarity.

BusinessMatch is a wise investment of both time and capital for the development of Kenny's professional work ethic and management in business enterprises. Additionally, he believes that the company will improve his independent reasoning in high stress atmospheres and will initialize a gateway for both himself and his partners into the professional fields of business. All of this, he believes, can aid him not only in his personal achievements but also in his social responsibility to harness the capital generated in order to stimulate a positive growth in the nation's economy.

Though relatively new to the realm of entrepreneurship, Kenny is well acquainted with both his strengths and weaknesses and is open to introspective criticism. Kenny possesses a strong sense of leadership and forthright ambition and intends to be instrumental in expanding BusinessMatch from strictly a local proximity into a national or even international business. Despite his strong interest in expansion, he does have a weaker grasp on the global perspective



of this company's future. However, his acumen regarding domestic initiatives and his financial foresight as CEO will ultimately propel BusinessMatch forward.

Hudson Attar is thoroughly acquainted with the nature of business enterprise. For years, he has been surrounded with the interactions of different groups and organizations, and feels experienced enough to envision a new way in which agreements might be made. He believes that through the enactment of the proposed operation, his knowledge in the fields of internet advertising, the service marketplace, and community operation could all be augmented. Additionally, the plan herein outlined, as enacted by the three entrepreneurs, provides a unique vantage point for Hudson where he possesses clout and some influence over processes that previously were only available for observation.

He has also seasonally worked for four years in various restaurants and grocery enterprises, which has provided a look into the operation of a multitude of managerial and operational structures, in turn allowing this proposed service to better accommodate varying types of business minds.

To satisfy the above objectives, Hudson is willing to take significant risks when he feels that either the prospects are good, or the risk is generally justified. This calculation changes to a degree when external funding is involved, but the premise is similar: when a risk that appears justified presents itself, he will not shy away from fear of a bad outcome.

Hudson also has an abhorrence of introspective criticism, which is a weakness he hopes to overcome with the potential for posthumous analysis that is offered by the complete and well organized enactment of the plan outlined here. He hopes that, between his propensity for strong management and impersonal risk calculus, he can overcome this weakness and adequately represent the breathtakingly forward concept that is BusinessMatch.



He has a vested interest in bettering the business world, as the future economy presents the most enticing opportunity for both personal and professional betterment. He has a drive to impel the world towards improvement, both for the sake of personal achievement and also because he thinks a fundamental obligation of each person is to contribute to global improvement as best they are able. His primary impetus, of course, is a will to succeed in the business world.

Kristoffer Nilsen has had two years of experience working in the retail business in Europe, specifically Norway. Through this, he has learned to both work independently and take a determined initiative in a variety of circumstances. With a broader international perspective, Kristoffer will provide a unique approach for BusinessMatch to its American business and its potential enterprise abroad. With European countries being some of the most productive in the world, he hopes to utilize his knowledge to foster a successful economic environment and to ultimately make the company increasingly efficient. Kristoffer's ability to converse in Norwegian, Danish, and English will hopefully facilitate the business relatively easily in its future ventures within the Eastern hemisphere, particularly in the Scandinavian market.

Eager to acquire knowledge and willing to take risks, Kristoffer strongly supports the company's aspirations to provide a new vehicle to propel the economy forward and is a valuable individual to the overall success of BusinessMatch . Although less acquainted with the American business, his strong acumen in international commerce will push the business down a safe economic path and will truly aid in its expansion efforts. Ultimately, Kristoffer sees BusinessMatch as not only an intrapersonal endeavor but also a personal embarkation that will aid him in his academic path as an International Business and Finance major by providing international insight in the world's growing market.



B. Trading Area Analysis

Initially, the service will be only available in Houston, Texas, as a pilot to judge the ability of BusinessMatch to accomplish many of the previously articulated goals. This "limited rollout" is a beneficial implementation strategy for the following reasons:

1. A smaller target area of initial operation naturally implies a smaller target audience, which would in turn geographically focus our advertising efforts. The \$100,000 budgeted for garnering interest and creating a busy marketplace would be employed much more densely, meaning that for the initial exposition of BusinessMatch, visitors will potentially have many more solicitations to examine.

2. The experience of customers in Houston will translate into free word of mouth publicity across the nation, meaning that if this initial opening is well orchestrated (and it certainly will be, seeing as Amazon Web Services offer the most reliable cloud servers available), the rest of the nation will be exposed to the service without necessitating any further expenditure.

In addition to Houston having a bustling business economy based on the ever-resilient energy industry and housing market, it also represents one of the highest urban populations in the nation. Just like the nation at large, Houston business people reach a vast majority of agreements on the cumbersome telephone, in the asphyxiating office, and through tiring negotiations. These factors in conjunction indicate that Houston should be highly receptive to the BusinessMatch brokering procedure, a process that is thoroughly impersonal (there is next to no dialogue), professionally reliable (both clients and employers have an accumulated rating system), and essentially fair (each user of the service has the same opportunities, and networking / personal connections never factors into the equation).



Other potential locations, such as New York and Los Angeles, were discarded because, although they did present a higher amount of business people in a given area, the types of business done in those areas are far more diverse than the oil-centric economy of Houston. The more unilateral economy in this area, again, allows for additional contract density and exponentially raises the number of potential agreements. Additionally, the city has a whopping 219,324 business firms¹ and 7500 independent listed contractors², which represents an astounding number of plausible interactions. Another reason Houston appears to be particularly attractive is the personal acquaintance these three entrepreneurs have with the area, which provides a close understanding of the regional community and a better capacity for meeting the area's needs.

According to the U.S. Census Bureau,

Houston is a diverse and international city, in part because of its many academic institutions and strong biomedical, energy, manufacturing and aerospace industries. According to the U.S. Census 2000, the racial makeup of the city was 49.3% White (including Hispanic or Latino), 25.3% Black or African American, 0.4% Native American, 5.3% Asian, 0.1% Pacific Islander, 16.5% from other races, and 3.2% from two or more races. 37% of the population was Hispanic or Latino of any race.³

The racial and economic diversity of this city provides the added benefit of propelling the service across numerous social and monetary dynamics, which allows the testing of the efficacy of BusinessMatch in dramatically varied scenarios.

¹ From <http://quickfacts.census.gov/qfd/states/48/4835000.html>

² From <http://www.yellowpages.com/houston-tx/general-contractors> and <http://local.yahoo.com/TX/Houston>

³ From <http://www.census.gov/population/www/documentation/twps0027.html>



Finally, the cost of office space and other necessary operating expenditures in Houston are orders of magnitude lower than in other candidate locations like New York or Los Angeles. This, in conjunction with the adequate saturation of the web design field, means that costs in this area will be demonstrably lower than in others.

In terms of competition, although BusinessMatch is a highly unique service, there are a few precursors that represent tangentially similar processes, and target tangentially similar markets: these services include Angie's List⁴ and Freelancer⁵. The main component that differentiates BusinessMatch from either of these two services is the demonstrably business-to-business nature of many of the agreements this service promotes. Angie's List and Freelancer both present wonderful opportunities to individuals and small businesses for getting work done, but BusinessMatch represents opportunities for long term contracts, agreements between two established entities, a clear and equitable playing field, and a more effective presentation and implementation. Also, the significance of the advertising budget will translate into a much more populated - and, therefore, a much more useful - online service marketplace. Most importantly, through the professional review and work history features, BusinessMatch represents the leap forward into a truly online business *persona* - a new way of representing the professional self, purely reliant on capability, totally devoid of personal preference, nepotism, and the status-quo power structure. While Angie's List and Freelancer are places where people go to solve an immediate problem, BusinessMatch is a revolutionary place where an entirely new style of interaction is developing and a whole new medium for business is achieving fruition.

⁴ <http://www.angieslist.com/>

⁵ <http://www.freelancer.com/>



C. Market Segment Analysis

Since BusinessMatch is effective for any professional endeavor and not necessarily intended for a specific enterprise, the markets expected to utilize our services vary greatly. Keeping in mind Houston's previously mentioned diverse economic pool and population, BusinessMatch can be attractive to any enterprise or individual in the Houston area looking to facilitate the services and demands of their business. Our company expects customers from an expert background which can be broadly typecasted into the following groups:

1. Freelancing Individuals

Demographics -

Age⁶: 18 - 65

Annual Income⁷: \$35k to \$75k

Education: High School graduate and at least some college education

Psychographics-

Freelancers are typically self-established individuals who work on their own time, own salaries, and own talents with temporary employments from larger firms. Since they are self-employed, many find it difficult to promote their business without undertaking huge expenses for the marketing of their services through advertisements. Customers of those searching for freelancing work often question the reliability of these strangers; through BusinessMatch, freelancers are able to promote their business in a economically painless manner, locate job offerings quickly and effectively, and display their trustworthiness via the rating system implemented on the website.

⁶ <http://freelanceswitch.com/humour/poll-average-age-of-freelancers/>

⁷ <http://www.simplyhired.com/a/salary/search/q-freelance>



2. Businesses Entities (Private Firms/Enterprises/Industries)

Demographics -

Age: 25 - 75

Annual Income⁸: \$70k to \$300k+ (Varies greatly based on position)

Education: College graduate and possibly education from a higher level facility (MBA).

Psychographics-

Due to Houston's diverse pool of professionals, the demographics from this category cannot necessarily be pooled into one expertise, and thus the salaries, age requirements, and education vary greatly. Nonetheless, industries more than often require the service another company offers. For example, petroleum industries often request the professions of a law firm in order to settle land disputes and to assure the legality of their work done on someone else's property. Once connected through BusinessMatch, the two entities can form a partnership for any future settlements. This is especially helpful in businesses just recently established looking for a secure yet cost-effective way of expanding their enterprise vertically.

Since BusinessMatch is intended for any professional customer, the market is open to a variety of industries. Despite Houston's oil-centric economy, it would be shortsighted not to make use of the nigh universal attractiveness of this service, as the intention for the company is to eventually offer services in other major cities where the economy may be more multilateral than that of Houston. Theoretically, anything from a street performer looking for a gig to a corporate enterprise looking for a comprehensive shipping service should be able to reap the benefits offered by BusinessMatch. It is also imperative to remain cognizant of the unpredictability of internet interaction, a reality which will inevitably become more evident as the service operates for longer periods of time. After the first 2 years of activity, BusinessMatch

⁸ <http://www.nalp.org/salariesjuly09>



will be able to pinpoint the primary user-base and capital generators in accordance with Pareto's principle (80% of profits stem from 20% of the customers).

D. Analysis of Potential Location(s)

As in all forms of business, location will contribute greatly to the success of the company - BusinessMatch is by no means an exception. Logically, as the company caters to the professional demands and interrelationships of the general Houston area, the BusinessMatch office will be located within the city itself, specifically in its outer northwest sector. The location was chosen primarily for the following reasons:

1. According to the Houston TranStar⁹, the outer perimeter of the Greater-Houston area suffers a considerably less amount of street congestion than the inner city. Since BusinessMatch is a provider marketed via the internet, a location directly in the center of the chaotic hustle and bustle of the inner-city is both illogical and inconvenient.

2. As Houston is one of the metropolitan powerhouses of both Texas and the nation as a whole, crime is inevitable. According to the 2011 crime reports derived from the Houston Police Crime Data¹⁰, the northern regions of Houston suffers from far less crime than the southern regions. Thus for the safety of the administrative staff as well as visitors, an office space was chosen in the northern sector.

⁹ <http://traffic.houstontranstar.org/layers/>

¹⁰ <http://www.ericcarlson.net/crimestats/blocks2011.html>



IV. PLANNED OPERATION

A. Proposed Organization

The BusinessMatch Operating Company (BMOC), as the corporate entity which will design, operate, and appropriate funds for the BusinessMatch website, will be structured as a limited liability company taxed as an S-corporation. From LegalZoom¹¹,

After electing corporate tax status, an LLC may further elect to be treated as a regular C corporation (taxation of the entity's income prior to any dividends or distributions to the members and then taxation of the dividends or distributions once received as income by the members) or as an S corporation (entity level income and loss passes through to the members). Some commentators have recommended an LLC taxed as an S-corporation as the best possible small business structure. It combines the simplicity and flexibility of an LLC with the tax benefits of an S-corporation (self-employment tax savings).

The writers of this presentation feel that the numerous benefits of the limited liability company taxed as an S-corporation have been treated more than adequately elsewhere, and with that in mind, will, in short, consider the malleability, lucrativity, and legal protections of the structure to be more than sufficient to ensure its selection. Each of the three executive partners (Kenny Young, Kristoffer Nilsen, and Hudson Attar) will receive a one-fifth share of BMOC LLC. The remaining two shares of BMOC LLC will be used to secure the necessary \$351,700 in capital.

Division of profit, after reinvestment necessary for service expansion and the repayment of levied loans, will follow the divisions of BMOC LLC exactly. Additionally, the three

¹¹ <http://www.legalzoom.com/index-a.html>



executive partners will each receive a salary of \$100,000 yearly starting with the third year of operation, subject to penalty or bonus based upon profitability versus projected profitability. There will be no other salaried employees until after the first year of operation is completed.

B. Proposed Product/Service

BusinessMatch is, in essence, meant to be a platform for the creation of meaningful partnerships between those willing to offer a service and those willing to pay. The company will offer a variety of listing services to best fulfill our mission statement.

Overview of Listing Services

Service	Description	Pricing
Business for Business Listing (BFB)	Corporate entity creates a public listing soliciting services offered by other corporate entities	2% Finders Fee is levied on the paying party; no charge for the party providing service
Business for Professional Listing (BFP)	Corporate entity creates a public listing soliciting services offered by professional individuals	2% Finders Fee is levied on the paying party; no charge for the party providing service
Professional for Business Listing (PFB)	Professional individual creates a public listing soliciting services offered by corporate entities	3.5% Finders Fee is levied on the paying party; no charge for the party providing service
Professional for Professional Listing (PFP)	Individual creates a public listing soliciting services offered by other professional individuals	3.5% Finders Fee is levied on the paying party; no charge for the party providing service

A listing includes the nature of the required service, the time and location of the work to be done, and contact information. After a listing is placed on the website, any user who is able to offer the required services can bid on the contract; bidding will continue until either a lowest



price or a predetermined price floor is reached, at which point half of the listing price will be transferred to the buyer of the contract. The two parties agree on a date the details of the services to be provided either through an internal messaging system offered on the website (so as to keep a record of all dialogue), and upon completion of the work, the remainder of the listing price will be transferred to the buyer of the contract.

Each user has a paypal-esque money account on BusinessMatch, which can be deposited into or withdrawn from at any time. Users are not allowed to create contracts without funds sufficient to pay for the entirety of the contract in their account at the time of listing.

The Finders Fee is only levied when the partnership is initially created; on site or off site renewals are not "taxed". The fee is significantly lower for businesses primarily because of a need for incentive to draw companies to the website. An overly large fee would only dissuade firms from using BusinessMatch in the first place.

BusinessMatch will also serve one banner ad and three text ads on each page. Significant care will be taken to ensure that these advertisements are entirely non-obtrusive. This revenue stream is key for a self-sustainable and independent service marketplace; not only does it provide a direct source of income, additional to and wholly independent from the bulk of contracts made, but it also makes a membership package vastly more attractive. As follows are the membership packages to be offered:



Overview of Package Services

Package	Description	Pricing
Basic Business Package	Removes all advertisements, allows for one featured listing per quarter	\$15 / month
Deluxe Business Package	Removes all advertisements, makes every company listing a featured listing	\$75 / month
Basic Individual Package	Removes all advertisements, allows for one featured listing per quarter	\$10 / month
Deluxe Individual Package	Removes all advertisements, allows for five featured listing per quarter	\$20 / month

Each subscription package includes some variation of advertisement removal and listing featuring. A main reason advertisement removal is attractive because of the heightened professionalism of an ad-free page, and it is likely that many enterprises will purchase a subscription package for this reason alone. Featured listings will direct many times more views to the given proposal, meaning that more bidding will likely occur and the lister will end up with a better deal.

BusinessMatch will also offer insurance for buying parties based on a monthly fee; in order to demonstrate good will, repeat users of the service also accumulate insurance dollars. Even if no insurance package is chosen, BusinessMatch offers basic coverage, again to incentivize users to consider the service.



Overview of Insurance Services

Insurance	Price	Other methods of acquiring
Up to \$2,500 for poor service / theft	\$250 yearly	completing 30 contracts, on BusinessMatch
Up to \$10,000 for poor service / theft	\$750 yearly	completing 90 contracts on BusinessMatch
Up to \$25,000 for poor service / theft	\$1,500 yearly	N/A
Up to \$100,000 for poor service / theft	\$3,000 yearly	N/A

Free insurance for consistent patronship is both a sign of goodwill, and also a way to make completing contracts on BusinessMatch even more enticing. It is likely that insurance will end up being a profitable facet of the service, but even if it is not, without some kind of security many would never consider BusinessMatch to begin with. Offering insurance establishes a societal belief in the credibility of the services offered and the legitimacy of the online marketplace, perhaps ameliorating the “wild west” stigma the internet seems to hold to this day.

Each user will also have a rating associated with their account, and BusinessMatch will offer a number of services to both buyers and sellers around that metric. After each completed partnership, the soliciting party has the chance to ascribe a review to the servicing party. Ratings are from 1-10, and users are encouraged to assign a score based on professionalism, completion of predetermined services, and general amiability. Scores are public to any and all potential contractees. Action will be taken based on the community rating of the client.



Overview of Rating Procedures

Conditions	Action to be taken
8-10 rating for at least 1 quarter	1 free featured listing
6-7 rating	No action
4-5 rating for at least 1 month	1 month inspection period where any rating under 6/10 will result in temporary account suspension
1-3 rating for at least 1 week	1 quarter inspection period where any rating under 6/10 will result in account suspension, and an express warning to contract seekers A second rating under 6/10 will result in permanent expulsion.

The rating system will help to protect potential buyers and also eliminate unscrupulous entities expediently. Additionally, it serves as an incentive for users to behave well by applying positive reinforcement to those who maintain an exceptional review agglomerate.

C. Proposed Marketing Strategies

When creating pricing structures for the various services offered by BusinessMatch, the main objective was to divine an equitable balance between attractiveness for potential customers and profitability for the shareholders. With this in mind, the final structure chosen was a very small percent tax on the total amount of currency exchanged in every completed listing. A minimal flat tax will also be collected on each listing that is created. For the particular prices, please refer to the Proposed Products/Services section of these pages. Although the amount is tentative, a percent tax principally allows for maximum profit leverage in larger agreements without crippling smaller ones. Previously described semi-competition uses a similar pricing



model, indicating successful precedent. The flexibility, longevity, and equitability of this structure all contribute to its general attractiveness.

Example Listings and Fees

Listing Title	Listing Price	Levied Fee
BTP; buying 4 hours of carpentry on the first saturday of every fiscal quarter	\$250.00 + cost of materials	2% Business listing fee; \$5.00
BTB; buying local distribution of 15 tons of vegetables twice monthly	\$550.00	2% Business listing fee; \$11.00
PTP; looking for professional tax service	\$300.00	3.5% Professional listing fee; \$10.50

BusinessMatch requires the express loyalty of a very large customer base. To acquire and maintain this necessity, several steps will be taken in order to promote repeat usage of the service. Primarily, those entities who complete multiple contracts will be rewarded with free basic insurance policies. This achieves two ends with one set of means in that it both promotes loyalty and also provides the security that many professionals and businesses will find necessary in order to conduct business. Additionally, there is a natural incentive to do a bulk of business in the BusinessMatch community, as the professional reputation of the firm or individual in question will necessarily increase dramatically as more work is completed and the client becomes established online.

Additionally, BusinessMatch makes a point out of incentivizing good practice by rewarding those groups that repeatedly receive good reviews, and penalizing those who are



continually scored poorly. For more information, refer to the Proposed Products/Services section of this business plan.

The bulk of BusinessMatch's external marketing will be in the form of the \$100,000 in advertising put to use in AdRoll and LinkedIn. A \$50,000 investment in the AdRoll will garner almost 15 million clicks to the website, and rigorous advertising targeted at the professionals who use LinkedIn will garner significant industry interest. The company's \$100,000 investment on its marketing and promotional sector will be rigorously focused into a one month time frame in order to entice the largest user base in the shortest possible time. By splitting the expenditures between AdRoll and LinkedIn into two equal transactions of \$12,500 per week (over a 4 week period), a penetrating outreach to our wide target market is guaranteed. Through the AdRoll investment alone, the company should be able to garner approximately 8.8 million impressions weekly with a hopeful conversion rate of 35% based on the average statistics provided by the medium¹². AdRoll impressively reaches 95% of the current websites online and, therefore, accesses an enormous audience - this service is a more general supplement to LinkedIn and its professional, narrower demographics. For more information, refer to the Projected Income and Expenses section of this business plan.

¹² <http://www.adroll.com/about>



V. Planned Financing

A. Projected Income and Expenses

All relevant addresses will be hosted using “Amazon Web Services”, a cloud-based web server alternative that is preferable to concrete servers for the following reasons:

1. Absolutely no up front expenses. Using a cloud-based hosting service allows the company to avoid the initial fees and tribulations normally associated with web projects.
2. Pay as you go pricing, meaning that the company will only pay for data that it actually uses, as opposed to physical servers where there is often unused space and information that has to be maintained and paid for.
3. Web alternatives are highly agile and free the company from cumbersome hardware difficulties.
4. Security; web servers are secure and durable platforms that present a higher degree of security than what would otherwise be attainable.

For the first year of operation \$6,700 is budgeted for hosting purposes. Data for budgeting was taken from buyer information provided by Amazon Web Services. This figure was arrived at through the following calculations, with the goals of safety and reasonability in that order:

1. It will cost at most \$100 dollars a month to host all of the website content a month as unaccessed data on the cheapest cloud server offering.
2. The uploading and downloading of data to particular client’s computers will be the bulk of the fee; initially this will amount to less than \$100 monthly, but towards the end



of the twelve month period fees could reach \$400 - \$700 if viewership exceeds projected targets. This larger interval is provided due to the unpredictability of the internet market and potential viewership.

Another main initial expenditure of the company is advertising fees, a necessary burden in order to grow membership to levels where there are contracts actively being made and the market is big enough to self-interact. It is imperative to the health of BusinessMatch that a large bulk of users are actively seeking partnerships, both directly for the sake of lucrativity and also because the attractiveness of the service relies primarily on the mass of possible clientele. The more aggressive the approach taken towards marketing is, the better the result will be, so a two step strategy will be employed:

1. Invest \$100,000, split equally between **AdRoll** and **LinkedIn**, to attract potential clients to the service over a one month period. During this period, the service will not be accessible, but viewers are encouraged to sign up for a newsletter and create a preliminary account. This is done to first guarantee that no potential users have a bad experience with a barren website, but also to ensure that advertising dollars are eventually turned into site users.
2. After one month of aggressive advertising, open the site to the public.

The \$50,000 investment in AdRoll is projected to garner 12,404,618 click throughs to the website. This information comes from an average of previous returns from other users of the service¹³. This strategy will hopefully present a “busy” enough atmosphere to encourage viewers to make connections and seek out potential opportunities, avoiding the frustrating problem of a starvation period many internet startups suffer from in their early months. The \$50,000

¹³ <http://www.adroll.com/about>



investment in LinkedIn will establish BusinessMatch in the professional field; this portion of the advertising is more geared towards garnering public and professional interest in the service, as opposed to directly converting dollars to users. The exposure of professionals to the website is important in order to establish its credibility.

A tentative \$150,000 is budgeted to cover insurance claims, which, in the first few months, should be exceptionally small, if at all. More information on the nature of the offered insurance and the necessity of this funding can be found in the "Proposed Services" section of this business plan. An additional \$50,000 is budgeted for web design. This figure accounts for three web designers working at roughly \$5,000 a month, for three months, with additional funds to pay for payroll and payroll tax. Finally, \$45,000 is budgeted for one year of renting office space for, during the first three months, the web designers, and the executive team for any time of active operation thereafter. This figure estimates rental fees for a three person office at \$1,500 monthly with an accompanying utility bill of approximately \$350 per month based on recent averages from the Houston area¹⁴.

In sum total, the expenses outlined above come to \$351,700. All unused funds will be repurposed at the end of the one year period, most probably for some combination of continual operation of the website, hiring a full-time web designer, and repaying the initial loan.

The internet is a highly unpredictable place to do business, and all of the following profit projections are accordingly speculative. Many of the data are plausible estimates, where others are more empirically founded, but significant deviations are possible in any and all cases. Although BusinessMatch is primarily meant to be a for-profit service, now is a convenient time

¹⁴ <http://www.bizjournals.com/houston/stories/2008/05/12/daily52.html>



to reiterate that the online labor marketplace is a highly progressive ideal and presents many other benefits to society than simply profit.

The table below presumes funding to be completed by June 1, 2013. Web design would commence on June 15, and the one month advertising campaign would be launched after the completion of the website, on the first of October 2013. A steep drop in viewership is expected after the effects of initial advertisement diminish, followed by an exponential increase as the service recruits loyal and enthusiastic clients, who in turn expose more potential users to the benefits and expedience of BusinessMatch. A very conservative \$0.01 listing sale conversion for every click through in the first months of operation is reasonable presumption, a figure that increases dramatically as a larger figure of views are from actual clients as opposed to potential clients. Furthermore, the table reflects that the conversion rate for the other two services will be roughly half that of the listing sales. Insurance payouts are assumed to be roughly one fifth of the amount the insurance service garners, which is a generally applicable rule of thumb for retail insurance applied here for the sake of convenience. The profit figure assumes that the initial loan of \$351,700 will be amortized over a twelve month period, as outlined in the Proposed Plan to Meet Capital Needs section of these pages. Although more aggressive than the traditional three year amortization plan, the high profitability and remarkably low operating expenses will leave Business Match with plenty of funds to return investment.

Only the first year of operation is fiscally mapped, as after a reasonable point any prediction becomes almost entirely baseless guesswork. The first few months still provide a critical view at the potential for monetary reward that BusinessMatch offers, particularly keeping in mind that this is a conservative set of estimates.



B. Proposed Plan to Meet Capital Needs

The start up cost of the company is \$351,700; the founders expect to provide \$35,000 of their savings to provide an initial equity of \$105,000 for the company, from which each will get a 20% share of the business. Taking the founders' initial investment into account, the startup requires an additional \$246,700 to cover the remaining portion of the opening budget. The company will register at the site "www.angel.co" to seek out initial angel investors who will be able to cover the rest of the startup costs; to secure this capital, the company is willing to give a 40% share of the company for this initial investment. "Angel.co" or "AngelList" is a site where initial startup companies can post their ideas and seek initial funding for their company. When capital requirements are fulfilled, the company will have enough equity to hire labour that is able to produce the site, provide enough money for initial advertising, and fund the general tasks that are necessary to run the site for a year. After the site has been online for a year, and the startup equity has been used, the company will either have a seed round to gain more and long term investment from venture capitalists, or simply reapply garnered profits to continue operation of BMOC. The board of directors (comprised of the three founders and any substantial angel investors) will issue more stocks to sell more shares of the company to venture capitalists should such a course of action be necessary to continue operation. Seeing as the site will be up and working, and the parent company will be making profits, the only equity that may be required is funding proposed for the purchasing of further advertising in hopes of acquiring a larger user group. It is likely that such a process will be undertaken when BusinessMatch opens its services nationwide, as the costs for advertising and maintenance will increase dramatically with a nationwide release.



Month	13-Oct	13-Nov	13-Dec	14-Jan	14-Feb	14-Mar	14-Apr	14-May	14-Jun	14-Jul	14-Aug	14-Sep
Viewership	12,404,618	2,300,000	2,800,000	4,000,000	9,500,000	10,000,000	10,250,000	11,000,000	10,075,000	10,500,000	10,750,000	10,750,000
Listing Sales(\$)	124,046	175,000	245,000	377,000	485,000	615,000	775,000	882,000	975,000	985,000	1,000,000	1,005,000
Insurance Sales(\$)	62,023	100,945	150,844	290,584	420,814	455,000	477,000	501,500	515,000	535,000	550,000	551,000
F. Listing Sales(\$)	65,221	105,448	188,324	197,412	460,872	662,000	702,000	750,440	769,100	781,500	801,000	795,000
Total Income(\$)	251,290	381,393	584,168	864,996	1,366,686	1,732,000	1,954,000	2,183,940	2,259,100	2,301,500	2,351,000	2,351,000
Server/Data Fees(\$)	-280	-120	-130	-155	-210	-215	-220	-220	-215	-220	-225	-225
Insurance Payouts(\$)	-10,000	-13,000	-22,000	-50,000	-85,000	-115,000	-125,000	-135,000	-150,000	-175,000	-150,000	-105,000
Office Lease(\$)	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
Air Conditioning(\$)	-125	-125	-125	-125	-125	-125	-125	-125	-125	-125	-125	-125
Water + Sewage(\$)	-17.5	-17.5	-17.5	-17.5	-17.5	-18	-18	-18	-18	-18	-18	-18
Phone, Internet, and Cable(\$)	-120	-120	-120	-120	-120	-120	-120	-120	-120	-120	-120	-120
Receptionist Salary(\$)	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,750	-2,750	-2,750	-2,750	-2,750
Total Expenses (\$)	-14543	-17383	-26393	-54417.5	-89472.5	-119,478	-129,483	-139,733	-154,728	-179,733	-194,738	-209,738



Month	13-Oct	13-Nov	13-Dec	14-Jan	14-Feb	14-Mar	14-Apr	14-May	14-Jun	14-Jul	14-Aug	14-Sep
EBITDA Monthly(\$)	236,748	364,011	557,776	810,579	1,277,214	1,612,523	1,824,518	1,994,208	2,104,373	2,121,768	2,156,263	2,141,263
EBITDA Cumulative(\$)	236,748	600,758	1,158,534	1,969,112	3,246,326	4,858,848	6,683,366	8,677,573	10,781,946	12,903,713	15,059,000	17,201,238
Interest(\$)	344	943,607	1874,51	3220,075	5,340	8,017	11,046	14,356	17,849	21,372	24,951	28,505
Taxes(\$)	-72,724	-117478	-185620	-274572	-438,636	-556,931	-632,189	-692,739	-732,520	-766,041	-793,167	-819,161
Depreciation(\$)	0	0	0	0	0	0	0	0	0	0	0	0
Amortization (\$)	-29,308	-29,308	-29,308	-29,308	-29,308	-29,308	-29,308	-29,308	-29,308	-29,308	-29,308	-29,308
Net Profit Monthly(\$)	134,715	277,225	342,848	506,699	809,269	1,026,283	1,163,020	1,272,160	1,342,545	1,352,619	1,373,788	1,362,794
Net Profit Cumulative(\$)	134,715	351,940	694,788	1,201,486	2,010,756	3,037,039	4,200,059	5,472,220	6,814,764	8,167,383	9,541,170	10,903,964
Extrapolated Annual Earnings(\$)	284,097	436,812	663,306	972,694	1,532,652	1,935,027	2,169,421	2,393,049	2,525,247	2,546,121	2,587,150	2,568,150
Predicted Company Value (Million \$)	28,4097	43,6813	66,3331	97,26942	153,2656	193,5027	218,9421	239,3049	252,5247	254,6121	258,715	256,9515



VI. CONCLUSION

BusinessMatch will not only revolutionize professional interactions between providers and consumers, but will eventually assist in revitalizing the national economy and reimagine the archetypical business transactions in a more convenient manner. The company caters to every professional individual, group, or large industry indiscriminately and ultimately facilitates the customer's business so that he or she can generate a safe and reliable relationship with the other user. By igniting an extensive one month long advertising campaign via AdRoll and LinkedIn, BusinessMatch expects to generate a large market containing a myriad of freelancers, private businesses, and family owned operations.

Each member initially pledges a \$35,000 investment into BusinessMatch's equity. The business seeks an Angel Investor willing to grant approximately \$246,700 in exchange for 40% of company's total shares in order to account for the remaining capital. This investment will be utilized in the initial promotions, start-up costs (including office space and web-server), employment, and general operation of BusinessMatch and BMOC for one fiscal year.

BusinessMatch's tremendous growth potential will prove to be a lucrative endowment for the angel investor(s), as well as future venture capitalists. After approximately 7 years, the three co-founders plan to sell their existing 60% share of the company for \$620,000,000.



VII. BIBLIOGRAPHY

- "2011 Top 50 Houston Street Blocks by Number Incidents Reported." *2011 Top 50 Houston Street Blocks by Number Incidents Reported*. N.p., n.d. Web. 07 Jan. 2013.
- "AdRoll." *Increase Traffic and Conversions*. N.p., n.d. Web. 07 Jan. 2013.
- "Freelance Salaries." *Job Search Made Simple*. N.p., n.d. Web. 07 Jan. 2013.
- "Houston City Guide." *Houston City Pages on Yahoo! Local. Find Businesses, Services and Events near Houston, TX*. N.p., n.d. Web. 07 Jan. 2013.
- "Houston (city) QuickFacts from the US Census Bureau." *Houston (city) QuickFacts from the US Census Bureau*. N.p., n.d. Web. 07 Jan. 2013.
- "Houston General Contractors." *YP.com*. N.p., n.d. Web. 07 Jan. 2013.
- "LegalZoom: Online Legal Document Services: LLC, Wills, Incorporation, Divorce & More." *LegalZoom: Online Legal Document Services: LLC, Wills, Incorporation, Divorce & More*. N.p., n.d. Web. 07 Jan. 2013.
- "NALP - The Association for Legal Career Professionals | Salaries at Largest Firms Peak in 2009." *NALP - Salaries at Largest Firms Peak in 2009*. N.p., n.d. Web. 07 Jan. 2013.
- "Poll: Average Age of Freelancers." *FreelanceSwitch RSS*. N.p., n.d. Web. 07 Jan. 2013



DECA WRITTEN EVENT WINNERS

2014 INTERNATIONAL CAREER DEVELOPMENT CONFERENCE

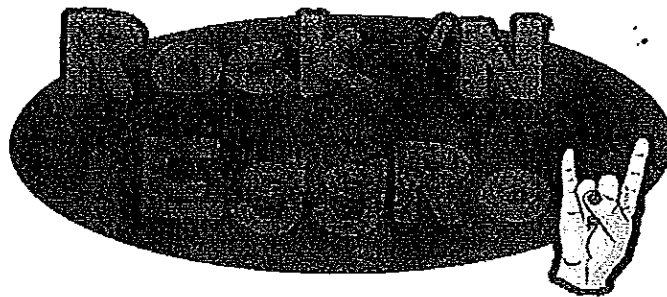


ENTREPRENEURSHIP WRITTEN EVENT

1st Place
NICOLE EWERT
CARLY SEMACK
Hamden High School, CT

ENTREPRENEURSHIP WRITTEN EVENT

Rock 'N EggRoll Food Truck, LLC



Hamden DECA
Hamden High School
2040 Dixwell Avenue
Hamden, CT 06514

Nicole Ewert
Carly Semack

May 4, 2014

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY.....	1
II. INTRODUCTION.....	2-4
III. ANALYSIS OF THE BUSINESS SITUATION.....	4-11
A. Self-analysis.....	4-5
B. Trading area analysis.....	6-8
1. General data.....	6
2. Competitive data.....	6-8
C. Market segment analysis.....	9-10
D. Analysis of potential locations.....	10-11
IV. PLANNED OPERATION OF THE PROPOSED BUSINESS/PRODUCT/SERVICE.....	11-21
A. Proposed organization.....	11-14
B. Proposed product/service.....	14-17
C. Proposed marketing strategies.....	17-21
V. PLANNED FINANCING.....	21-23
A. Projected income and expenses.....	21-22
1. Projected cash flow for the first year.....	21-22
2. Projected three-year plan.....	22-23
B. Proposed plan to meet capital needs.....	23
1. Repayment Plans.....	23
VI. CONCLUSION.....	23-24
VII. BIBLIOGRAPHY.....	25
VIII. APPENDIX.....	26

I. EXECUTIVE SUMMARY

Food trucks are one of the hottest trends in the restaurant industry today. These trucks are restaurants on wheels, which go to where the customers are located. Rock 'N EggRoll is a high-quality, newly developed food truck, serving egg rolls that will "rock" your taste buds. We have taken the basic concept of egg rolls and added our own twist, making them unique, and unlike anything you will find at a typical Chinese restaurant. Customers will be able to choose from our list of "Everyday Rolls" and our monthly "Specialty Roll," created to correspond with the season or holiday within the month. People on the go who need a quick and fresh bite to eat will finally be able to find a meal they cannot resist.

Rock 'N EggRoll will be located primarily in Downtown New Haven, Connecticut; the sixth-largest city in New England with an estimated population of 130,741. This is an ideal location for our truck because of the high flow of customer traffic. In New Haven there are many museums, art galleries, and office buildings, along with several colleges including Ivy League Yale University. These locations draw thousands of people into the city of New Haven each day.

The primary target market of Rock 'N EggRoll will consist of local college students in New Haven, who are the ideal target market because they are just minutes away from where our food truck will be located. Our secondary target market will consist of New Haven residents and businesspeople of all ages that commute in and out of New Haven each day, along with tourists visiting the city.

Rock 'N EggRoll will operate as a Limited Liability Company. Partners Carly and Nicole will be the only two employees of Rock 'N EggRoll, and will share the responsibilities of operating the business and serving their customers. Although we plan to work together, we will each be given specific roles based on our individual strengths.

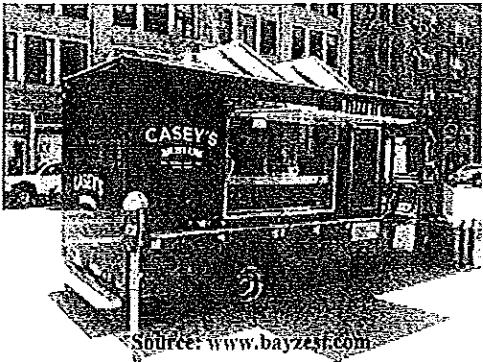
The success of our business will depend on our promotional strategies and our ability to sell our product. We will promote the company with local businesses, colleges and tourists. We plan to also join the New Haven Chamber of Commerce to help us network and for assistance with our business.

When Rock 'N EggRoll first opens, there will be a large emphasis on promotions. We plan on creating a website, a Facebook page, an Instagram and a Twitter account to post updates about new menu items and upcoming events. We will focus on interacting with our customers through events such as "Roll Call," "Show Us How You Rock 'N Roll," "Customers Choice Contest," a "Students Loyalty Card" and "Roll with the Big Dogs." Press releases will be sent to local newspapers, including information on the grand opening of the truck to be held on August 1, 2014.

In order to launch our business, we are requesting a loan of \$80,000 to be paid back within five years at a 6% interest rate. Each business partner will contribute \$10,000 of her own capital. This will generate a total of \$100,000 to cover our startup costs. We are predicting a net income of \$62,098 in year one, \$63,930 in year two and \$64,760 in year three. We are extremely confident that Rock 'N EggRoll will be a tremendous success and we are eager to begin our operation.

II. INTRODUCTION

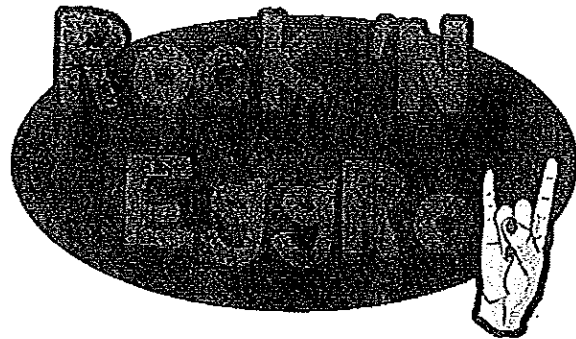
Food trucks are one of the hottest trends in the restaurant industry, and according to the National Restaurant Association, six out of ten (59%) of Americans say they would be more likely to visit a food truck if one existed locally in their area. In recent years, the fast food



industry has been thriving because of the need for quick meals for busy families and adults. Unlike fast food restaurants, food trucks represent an all-in-one local, fresh, and authentic dining experience. They are a viable market segment with significant competitive advantages relative

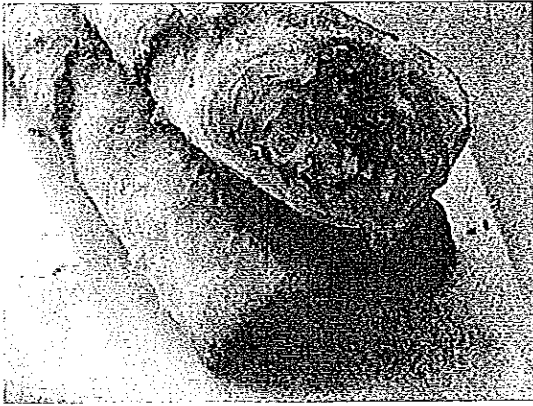
to fast food and take-out restaurants. Emergent Research forecasts the food truck industry to continue its rapid growth. By 2017, food trucks will generate approximately \$2.7 billion in revenue, an increase from the 2012 food truck revenue estimate of \$650 million.

Rock 'N EggRoll is a high-quality, newly developed food truck, serving egg rolls that will “rock” your taste buds. We have taken the basic concept of egg rolls and added our own twist, making them unique and unlike anything you will find at your local Chinese restaurant. We will be taking some of the



most common home cooked meals and “rolling” them up. Rock 'N EggRoll will be primarily located in Downtown New Haven, Connecticut. This is the most strategic location for our truck because of the daily heavy flow of customer traffic on the busy streets of New Haven. The fast pace of Downtown New Haven provides excellent sales and revenue potential. From our extensive research, we have determined that food trucks are tightly focused on their customers,

and they interact closely and intimately with their clients every day, both in-person and through the extensive use of social media. These interactions provide insight into customer menu and food preferences. We want to make certain that our customers are satisfied with their food



Source: blogchef.net

purchases and to ensure that our truck delivers food that satisfies their cravings. Our egg rolls will be made fresh with each and with every order.

Customers will be given a menu selection to choose from and they will have the ability to order items such as beef egg rolls, chicken egg rolls, steak egg

rolls, pork egg rolls, vegetarian style egg rolls, along with dessert rolls and many more.

Although we will feature our “Everyday Rolls” that are served daily, customers have the option of adding their own ingredients by combining or substituting different veggies or meats. We want each egg roll to be customized to satisfy our consumer’s appetite. These oversized egg rolls can be ordered individually as a “single” for \$3.00 or in a “double,” with two egg rolls for \$5.00. All orders include a side of brown or white rice.

To help with the success of Rock ‘N EggRoll, we have established an advisory board of the following experienced people:

- Bryan Anderson, Marketing Teacher, DECA Chapter Advisor
- Ray George, Owner of Ray and Mike’s Deli, located in Hamden, Connecticut
- Michael DePonte, Manager of Sugar Bakery and food truck operator, located in East Haven, Connecticut
- Carol Vollono, Owner of Sugar Bakery, located in East Haven, Connecticut

These advisors have and will be assisting us in many ways. Bryan Anderson, our marketing teacher and DECA Advisor, will be helping us through the creation of our business plan. Ray George has helped us with pricing, as well as provided assistance with operating a small

business. Sugar Bakery owner, Carol Vollono, has provided us with the information needed to successfully market our business, as well as assistance with selecting vendors and the equipment, supplies, and ingredients we need. Sugar Bakery manager, Michael DePonte, provided us with information about the equipment needed for our truck, along with assistance with the operation of the business.

III. ANALYSIS OF THE BUSINESS SITUATION

A. Self-analysis

Carly Semack:

Carly is an ideal owner and business partner for a developing business such as Rock 'N EggRoll. Over the past several years, she has acquired knowledge from classroom lessons and real world experiences that make her skills essential for a thriving new business. At her local high school, Carly is currently enrolled in Marketing II, and has previously completed Marketing I. These classes have taught her, and will continue to teach her basic principles of business and marketing, along with the information and skills needed to succeed in business.

Carly currently applies her restaurant industry knowledge while working at a local deli in her town, known as Ray and Mike's. Here, Carly has learned how to interact with customers and other businesspeople, and how to operate a small business. Through her job, Carly has gained excellent communication skills, as well as effective advertising and marketing techniques. Carly also works at Hamden High School's Student Store, which is managed and operated by her DECA Chapter. Her commitment to both jobs proves that she is hard-working and trustworthy, essential qualities needed to be a successful businesswoman.

After graduating, Carly plans to attend college, where she will double-major in Sports and Entertainment Management, as well as International Marketing. Carly wishes to pursue a career

in the marketing industry, making her the ideal co-owner of Rock 'N EggRoll with classmate Nicole Ewert.

Nicole Ewert:

Nicole has excellent knowledge about business and becoming an entrepreneur. At her local high school, Nicole has taken Marketing I and is currently enrolled in Marketing II. These classes have taught her the basic skills required to open and operate a small business. Nicole has excellent knowledge of how to advertise to a variety of different geographic, demographic, and psychographic market segments.

Nicole has excellent customer service skills, developed from working in the Hamden High School Student Store. This job requires her to apply her interpersonal skills to satisfy the customer's wants and needs. Nicole is responsible for restocking products, preparing beverage items, operating the point-of-sale system, assisting customers and maintaining a clean store front. She has a strong work ethic and is a risk taker.

Upon graduation, Nicole plans to attend college to follow her passion for business and working with others. This makes her the perfect co-owner of Rock 'N EggRoll with classmate Carly Semack.

Both Carly and Nicole plan to take ServSafe classes which are offered by the local restaurant association. This will provide the necessary knowledge needed for safe food handling and preparation. Their only weaknesses are their age and limited experience, which they will overcome with hard work and dedication to achieving their goals.

B. Trading area analysis

1. General Data

Our business location will prove to be vital to our success. New Haven, Connecticut was chosen to be the primary business location because it is a heavily populated and a diverse community. According to the 2012 U.S. Census, New Haven is the second-largest city in Connecticut, and the sixth-largest city in New England, with a total population of 130,741 people. Accommodation and food services sales for 2007 were estimated to be approximately \$266,047,000 in New Haven alone. According to the 2012 U.S. Census, the median household income in New Haven is roughly \$39,094. New Haven is an excellent location for Rock 'N EggRoll due to the high volume of customer traffic, which includes many commuters looking for inexpensive, quick meals to eat. Although our food truck will mainly sell in the streets of New Haven, Connecticut, we plan to travel across Connecticut on weekends from July to October, visiting fairs, carnivals, festiyals, summer concerts, sporting events, parades and firework celebrations to sell our egg rolls.

2. Competitive Data

Although many food trucks are starting to appear more and more, we are certain that Rock 'N EggRoll is unique and unlike any other food truck. It will offer a better dining experience because of our wide variety of fresh ingredients that differ from your average Chinese or Japanese restaurant.

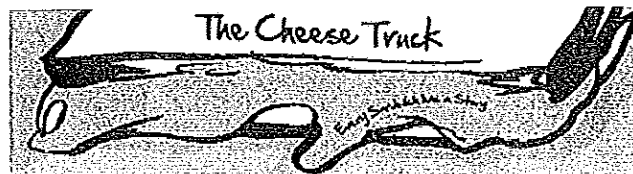
We have determined that the closest egg roll truck is How We Roll, which is located in Pittsfield, Massachusetts. This is well over two hours away from our business location. Because of this distance, How We Roll is not in direct competition with us. However, there are other food trucks and restaurants in the area that offer different varieties of food which are competitors.

The following are food trucks and small restaurants in New Haven:



Source: firedogct.com

Fire Dog is a food truck that serves everything off of the grill, including hot dogs, hamburgers, grilled cheeses, fries, and chili. Fire Dog is considered an indirect competitor of Rock 'N EggRoll. They do not have one set location, but move around the city. They have been developing a relationship with their customers since 2008. Although Fire Dog has been a successful long-term business, we are certain that it is in no way a threat to our business due to the uncertainty of its location, making it hard for customers to find it, and its menu is very different from ours, making us unique.



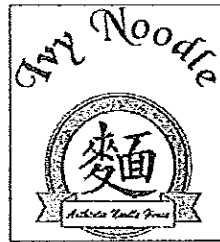
Source: thecheesetruck.com

The Cheese Truck, in regards to location, is the closest food truck to Rock 'N EggRoll. They sell grilled cheese sandwiches, tomato soup, sausages, and salads. The truck is primarily located in New Haven and can be considered a direct competitor. Even though The Cheese Truck is located within the same area as our business, it will not greatly impact our sales due to the difference in menu items, as well as the type of customers each truck potentially attracts.



Source: York St. Noodle House

York St. Noodle House is a small Chinese restaurant located on York Street in New Haven, which is located .3 miles away from where Rock 'N EggRoll will usually park. Their menu offers a wide variety of traditional Chinese dishes including: Noodle soups, noodle dishes, and a complete menu created especially for vegetarians. An advantage that our business has over the Noodle House is that egg rolls are not a popular item at York St. Noodle House and they do not have the ability to change their location like a food truck can.



Source: Ivy Noodle

Ivy Noodle is a small Chinese restaurant located on Elm Street in New Haven, which is approximately .2 miles away from Rock 'N EggRoll's primary location on Broadway. Ivy Noodle offers food items including: Soups, noodles, rice plates, and vegetarian dishes. Ivy noodle can be considered a direct competitor because it offers the same style of food as Rock 'N EggRoll and it has been building a close relationship with New Haven regulars for many years. A great advantage our business has over Ivy Noodle is that they do not offer delivery to customers, which limits the area in which they can serve.

C. Market Segment Analysis

According to Visa's Head of U.S. Financial Education, Americans go out for lunch on average twice a week and spend \$10 each time. This means they are spending \$936 annually. The amount is higher for men, who outspend their female counterparts by 44%. Men spend on average \$21 for lunch, while women spend around \$14. This data comes from a survey taken by 1,003 adults across the country. If you are living in the Northeast, you are more likely to spend more each time you go out for lunch. Northeasterners spend \$11.40, which is 14% more than the national average.

Because the location of Rock 'N EggRoll is in the heart of New Haven, our primary target market will consist of the college students that attend Yale University, Gateway Community College, Albertus Magnus College, and Southern Connecticut State University. Yale University has 5,379 undergraduates; Gateway has 7,261 undergraduates; Albertus has 1,355 undergraduates; and Southern Connecticut State University has 8,525 undergraduates, which is approximately 22,520 total students in the New Haven area. These college students are an ideal target market because they are just minutes away from where our food truck will be primarily located. Most college students are new to the area and are always busy, causing them to search for quick and affordable meals to eat on-the-go, therefore food trucks are a perfect choice for them. Due to the large number of college students in New Haven and the surrounding area, we have a very large primary target market.

Our secondary target market will consist of New Haven residents and businesspeople of any age that travel to and from New Haven during the day. According to the 2010 U.S. Census, there are approximately 54,967 housing units in New Haven, many of which are homes to

families that often rely on fast food restaurants to feed their family each day. The average travel time to work for employees age 16 and over from 2007 to 2011, was 22.2 minutes (2010 U.S. Census). During lunch hour, businesspeople have limited time to eat. This combined with the limited parking in Downtown New Haven results in customers walking to restaurants to get their lunch. We plan to park our food truck in these areas.

Population of New Haven by Sex/Age (Provided by the 2010 U.S. Census)	
<i>Male</i>	62,508
<i>Female</i>	67,271
<i>Under 18</i>	29,582
<i>20 – 24</i>	15,378
<i>25 – 34</i>	24,657
<i>35 – 49</i>	23,858
<i>50 – 64</i>	17,939
<i>65 & over</i>	11,996

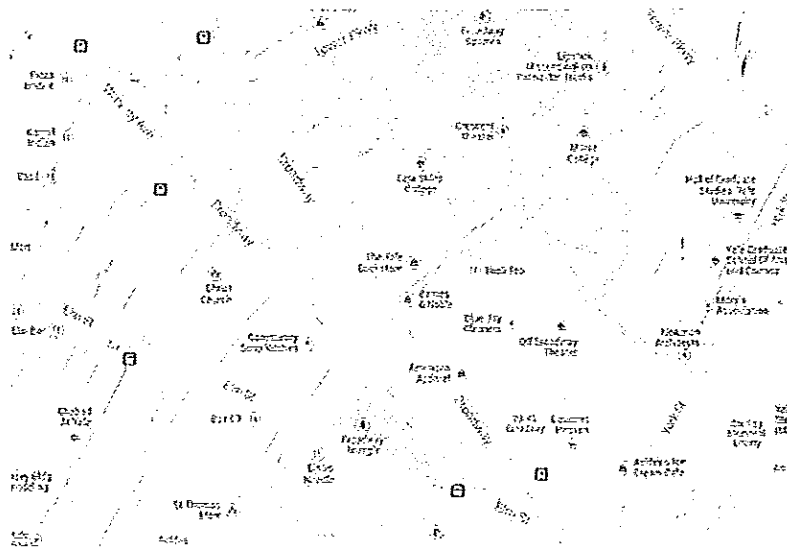
Because most of our daily sales will be during the lunch hours, we plan to also attend fairs, carnivals, festivals, sporting events, summer concerts, parades and firework celebrations in the towns and cities across Connecticut. We believe selling at these events on the weekends, primarily during the months of July to October, will greatly increase our profitability. Some of the most popular fairs we plan to attend are the North Haven Fair, the Big-E, the Brooklyn Fair, the Durham Fair, and the Orange County Fair. We will also apply to receive permits to attend New Haven’s yearly International Arts and Ideas Festival, the Jazz Festival, The Film Fest and New Haven’s Saint Patrick’s Day parade, known to attract one of the biggest crowds in Connecticut.

D. Analysis of Potential Location

When choosing a location for our business, we took into consideration the demographics and geographics of the area in relation to achieving the goals of our business. We also researched successful shops and restaurants in New Haven to see how they have been doing in the past year to make sure we pick the right place to locate Rock ‘N EggRoll.

Rock ‘N EggRoll will be primarily located among the streets of New Haven, changing its location daily. In order to keep our customers aware of our location, we will be posting updates

to our Twitter and Facebook accounts, as well as sending out email blasts to customers who have signed up to be in our email database. Rock 'N EggRoll Food Truck will be parked near major office buildings, banks, museums and galleries, including the New Haven Art Gallery and the Shubert Theater, which offer major shows that attract tourists and locals. New Haven is known for its Ivy League school, Yale University, and several other local colleges including the new campus of Gateway Community College. Because local college students are our primary target market, locating our truck in the heart of Downtown New Haven allows us to fully reach out to them, as well as local businesspeople and visiting tourists.



Source: Google Maps

IV. PLANNED OPERATION OF THE PROPOSED BUSINESS

A. Proposed Organization

Rock 'N EggRoll will be set up as a Limited Liability Company (LLC). This is the best option for our business because it will offer us numerous advantages. An LLC for instance, can elect to be taxed as a sole proprietor or partnership, which allows for lower tax rates. Limited Liability Companies shield the owners of the business from being personally liable. In addition, this form has fewer restrictions on profit sharing, and the members are given power to distribute

profits as they see fit. Although an LLC is an ideal business enterprise, there can be risks with this form of company in several states. However, in Connecticut there are virtually no disadvantages to creating a Limited Liability Company. Below are the steps required by the State of Connecticut to form an LLC:

Limited Liability Company (LLC) Registration Checklist Provided by CT-CLIC (CT's Licensing Info Center)	
1. Business Name Availability	Check to make sure that the business name you chose is available to use.
2. Local Considerations	Contact the local planning and zoning office for zoning regulations for your location. Some businesses need to also contact the local health and fire officials. Although limited liability companies are not required to file a trade name certificate, it is recommended. Register a trade name certificate with the town clerk in the town in which the business is based. Some towns provide their certificate forms online.
3. Register with the Connecticut Secretary of the State	File Articles of Organization.
4. Register with the U.S. Internal Revenue Service	File form SS-4 to obtain a Federal Employer Tax ID Number. This form is used to register with the IRS as an employer for federal income tax reporting and should only be filed when you are ready to hire employees. If not hiring, often banks require it for banking purposes.
5. Register with the Connecticut Department of Revenue Services	File form REG-1 (online, mail) for the state sales and use tax, business entity tax, and income tax withholding. Also, be familiar with the reseller's certificate.
6. Register with the Connecticut Department of Labor	File form UC-1A for the state unemployment insurance tax.
7. License/Permit	Some businesses require an occupational or trade license.
8. Obtain Workers' Compensation Insurance	Secure workers' compensation insurance through a private insurance company. LLCs are required to obtain workers' compensation insurance even if they do not hire employees. However, such organizations can exclude themselves from coverage by filing form 6B.
9. Employment Eligibility Verification	If hiring employees, become familiar with the regulations for form I-9 from the Bureau of Citizenship and Immigration Agency.

Carly Semack and Nicole Ewert will divide ownership and responsibilities equally. Although we will each be responsible for different aspects of the business, we will constantly be working together to make major decisions both on and off of the truck, as well as working to ensure that the truck is cleaned after each day and is well maintained. Both owners will have specific responsibilities, shown in the chart below:

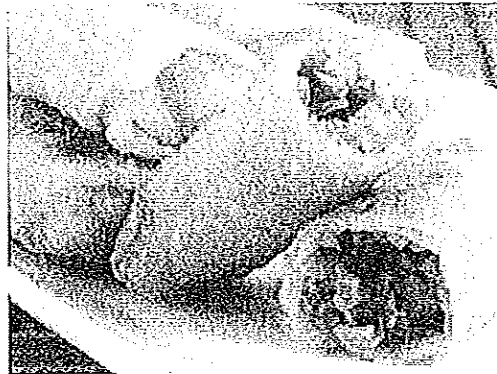
CARLY SEMACK	NICOLE EWERT
<p>Marketing: -Carly will be in charge of all promotional activities concerning Rock 'N EggRoll. Carly will maintain direct contact with the surrounding businesses and colleges. She will also maintain social media accounts and promotions, and will update the website and send email blasts for Rock 'N EggRoll.</p> <p>Administration: -Carly will also be responsible for the business' finances, human resources and pricing.</p> <p>Employment: -Carly will be responsible for working on the truck, cooking and serving the customers.</p>	<p>Creativity and Buying: -Nicole will be responsible for the menu updates, along with displaying the merchandise. In addition, she will purchase all of the supplies and ingredients needed, on a daily basis.</p> <p>Employment: -Nicole will be responsible for working on the truck, cooking and serving the customers.</p>

Once opened, both Carly and Nicole will be responsible for operating the food truck each day, since there are no other employees yet. Before the truck's grand opening on August 1, 2014, both Carly and Nicole will take ServSafe food handling classes in order to get their food handling license. They will also hire a local CPA and attorney to help organize the business and provide financial and legal advice when needed. In addition, we will be joining the New Haven Chamber of Commerce, which will offer us a wide range of resources for the business including exposure of our company, educational seminars, health insurance discounts, sales leads, and information about state and local regulations. We will also apply for a permit from the City of

New Haven, which will allow us to park our food truck within certain areas of the city. Our hours of operation will remain extremely flexible, due to our ability to open, close, and change locations quickly. However our busiest times will be during lunch hours (11:00 a.m. to 2:00 p.m.). Although these will be our best hours, the truck will remain in New Haven until 8:00 p.m. each day. Our actual day will begin with our two hour prep at 9:00 a.m. each morning and will end with the cleaning of the truck in the evening.

B. Proposed Product/Service

Rock 'N EggRoll will produce and sell a wide variety of unique egg rolls. We want our customers to be able to get all their favorite meals in a quick and easy "roll." We will have egg rolls that will be served every day, along with our egg roll of the month. Our selection of everyday rolls will be our main source of sales. Our specialty egg rolls will change often to correspond to the season or holidays



within each month. We expect that the cost of producing most egg rolls will be \$1.20 each, and with a 250% markup, we have calculated that all individual egg rolls will be sold for \$3.00. We will also offer a "double" on the menu, which will allow customers to order two egg rolls for \$5.00.

Rock 'N Eggroll will offer a wide variety of over-sized egg rolls that differ from the typical Chinese and Japanese egg roll. We will have seven types of egg rolls, known as our "everyday rolls," along with specialty egg rolls that change each month. With each customer's order, they will have the choice of getting brown or white rice, with soy sauce or sweet and sour sauce. They can also order cans of soft drinks for \$1.00, bottles of iced tea for \$1.79, bottled

water for \$1.00, or coffee and hot chocolate for \$1.60. The following is a list of our egg rolls which will be sold each day:

Everyday Rolls
- Got Beef?
- Winner, Winner, Chicken Dinner
- Get Veggie to Rumble
- Bulldog's Bite
- Oink Ya Glad It's Pork
- Say Cheese
- You Cannoli Imagine
- I Scream for Ice Cream

The following are our monthly specials:

Monthly Specials	
January- I Can Tail It'll Be a Good Year	July-Firecrackin'
February-Cupid Steaked My Heart	August-I Want S'more
March-Irish You Good Luck	September-Go 'Ghetti Some Meatballs
April-Egg-Stravaganza	October-Hold the Apple-plause
May-Customer's Choice	November-Gobble Me Up
June-Peel House Rock	December-That's the Gingerbread Rock

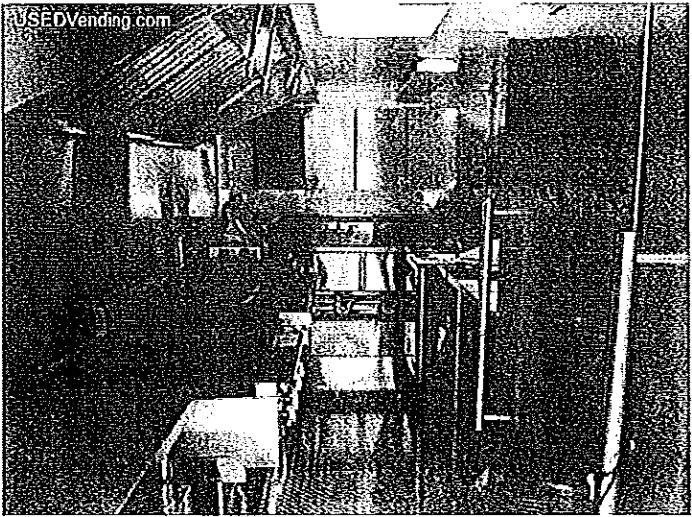
Each day will we have our standard eight everyday egg rolls that remain the same: Beef, chicken, veggie, our Yale roll (steak), pork, shrimp and two dessert rolls: Cannoli and ice-cream. Along with these eight rolls, we will also be serving the special egg roll of the month. When the truck is first opened for the day, we will begin to assemble the egg rolls using our prepped meat and veggies from our commercial kitchen. We will strictly follow the FIFO (first in, first out) inventory method to ensure that our egg rolls are always fresh for every customer. We expect that within the first two months of business, customer traffic will increase dramatically. We plan to have only a 1% spoilage rate, based on the fact that all our ingredients will be purchased daily, allowing us to know exactly how much to purchase for each day.

Our commercial kitchen will be located in owner Nicole Ewert's house. The commercial kitchen will be equipped with brand new equipment needed for all food preparations. The

kitchen will be inspected regularly by a local health inspector to ensure that our kitchen is clean and up to standards. We have decided to place our commercial kitchen in the owner's house located in Hamden, Connecticut, which will allow us to save money on rental space. The commercial kitchen's primary use will be to cut and prepare all of the meats and vegetables needed for the day.

From our research, we have found that it will be best to use Restaurant Depot as our main supplier. It is located in Orange, Connecticut, which is only a few miles outside of New Haven.

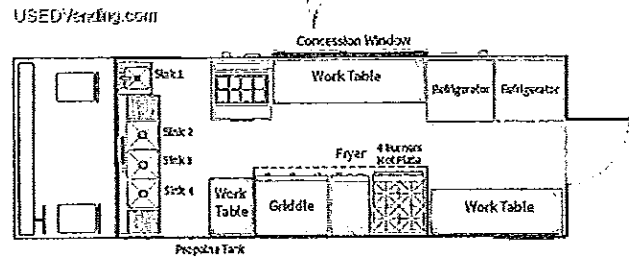
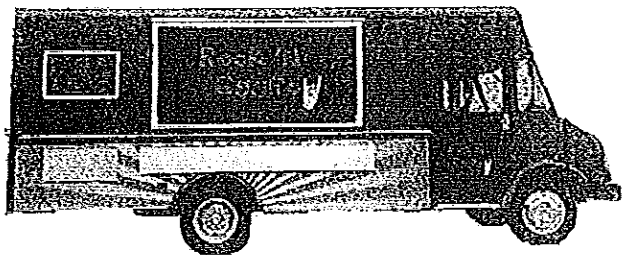
We plan to purchase our inventory from Restaurant Depot, including various types of meats, such as beef, chicken, turkey, and steak; and vegetables such as carrots, cabbage, and onions. Along with the food, we will be ordering all of the supplies that are needed to prepare our egg rolls from Restaurant Depot. These



consists of knives, spatulas, and bowls, plastic cups, paper plates, napkins and eating utensils, such as plastic forks and knives. Purchasing these items in bulk from a wholesaler is inexpensive, which allow us to save money and increase our profits.

We have decided to purchase a used food truck to keep our expenses down and because the truck already has been modified for food sales. We will be buying a 2003 Chevy Workhorse Food Truck, which is currently located in North Carolina. It has been used for concession, catering, and street food. The price of this truck is \$68,200. It is equipped with a 100 pound propane tank, water heater, three-compartment sink, 12" hand sink, 35 gallon water tank, 70

gallon waste tank, 36" flat griddle, a deep fryer, a 4 burner stove, 4 half-door refrigerators, 3 work tables, and cutting boards. This truck provides us with the appropriate amount of space to operate efficiently, while still being able to maneuver through the city and park easily. The only modifications we plan to make are the painting of the truck red and black, wrapping the truck with a graphic of our company logo, and adding a chalkboard to be used as our menu board, allowing us to change it daily. This truck is the most important asset of our business, therefore we will have a mechanic inspect it to ensure that it runs well and will be reliable before we make the final purchase.



C. Proposed Marketing Strategies

Our proposed promotional plan is designed to be the most cost-effective for our business, while achieving our objectives. We have decided to divide our plan into two sections. The first part is promoting Rock 'N EggRoll through social media. This is basically free advertising and it is one of the most effective ways to reach our target markets of local college students and businesspeople. Approximately 80% of all people use at least one form of social media to interact with others. We will create a Twitter, Instagram, and Facebook account that will be updated daily to inform our customers about our current location, as well as providing them with the egg roll specials and promotional events. The Twitter, Instagram and Facebook accounts will be created in the beginning of June in order to inform customers about the new food truck prior

to the grand opening. This will allow our name to be known by the public, creating anticipation for the grand opening to be held on August 1, 2014, just before the college students return back to school. Our grand opening will include a ribbon cutting ceremony with the Mayor of New Haven, and several members of the New Haven Chamber of Commerce. Press releases will also be sent to the local newspapers including: The New Haven Register, The Post Chronicle and Yale's student newspaper: Yale Daily News. The local news media will be invited to the ceremony. During our grand opening ceremony, pictures will be taken of the Mayor cutting the ribbon. After the grand opening, we will use social media to really connect with our customers, to hear their feedback and suggestions, inform them about daily or weekly specials, inform them about our locations and to allow them to vote for the "Customer's Choice Roll" to be featured during the month of May.

We will also have many personal promotions for Rock 'N EggRoll including word-of-mouth promotion, which will be very effective. We will visit the surrounding businesses to build relationships with people in the area. Prior to the grand opening of the truck, Carly and Nicole will go to local businesses to distribute menus and to talk to potential customers about what our food truck will offer. We also plan to distribute free samples of our egg rolls to the people of New Haven. In addition, we will be targeting college students and local residents of New Haven by giving out our menus. Also, we plan to use the New Haven Chamber of Commerce to help us network, which will provide potential catering opportunities.

In order to reach out to our customers on a regular basis, we will be holding several promotional events. On the first and third Monday of each month, customers will be able to participate in "Roll Call". Prior to opening, customers will have a one hour window to locate the truck within New Haven before the location is revealed via social media. Customers must send in

a picture along with the location of the truck to our Twitter or Facebook page. The first customer to do so will receive a coupon for one free egg roll of their choice and a custom Rock 'N EggRoll t-shirt.

Our next promotional event will be "Show Us How You Rock 'N Roll." Each month, our customers will have the ability to send in a creative picture of themselves eating the egg roll that they purchased from us, while also incorporating the monthly special and its theme. At the end of the month, we will select the picture that really makes us want to "Rock 'N Roll." The winner will then receive a "shout out" on all of our social media accounts, a free specialty egg roll, along with a t-shirt with the Rock 'N EggRoll logo, which provides us with free advertisement to new and potential customers.

Because Rock 'N EggRoll's primary target market is college students, we have decided to create a promotional event just for them. Rock 'N EggRoll will be introducing a student's only customer loyalty card to those in college. Each card will contain ten slots that will be stamped with every purchase, when the student presents their student ID. After their tenth slot is filled, they will receive a free egg roll of their choice and a new card.

As a way to hear what the customers want from us, Rock 'N EggRoll will be introducing the "Customers' Choice Contest." The "Customers' Choice Roll" will be sold throughout the month of May. This contest will start at the beginning of April, allowing customers enough time to come up with their tastiest ideas. For this contest, customers can tweet @RockNEggRoll on Twitter to share their ideas for the month's special roll. We will choose our top three favorite egg roll ideas and we will tweet the ideas to our customers, allowing them to vote for their favorite by retweeting the idea they like the best. At the end of the month, the winner will be announced and the egg roll will be added to the menu and will be served throughout the month of May. The

customer who came up with the winning egg roll idea will receive one of these egg rolls for free each week during the month of May, along with a free custom Rock 'N EggRoll t-shirt.

Our last event to be featured will be "Roll with the Big Dogs." Once a month Rock 'N EggRoll will show their love for Yale University. Every twenty-fifth customer to order from the truck on the 25th of the every month will win a free "Bulldog's Bite" roll. This event will be heavily advertised to encourage all Yale students to place their order. Below is our one year promotional schedule:

Rock 'N EggRoll's One Year Promotional Plan and Schedule	
<p>August 2014</p> <ul style="list-style-type: none"> -Grand Opening with New Haven Mayor -Ribbon cutting ceremony -Press releases featured in local newspapers -Introduce "I Want S'more" egg roll -"Roll Call" event held on the 4th and 18th -"Show Us How You Rock 'N Roll" event -Introduce Loyalty Card to college students -"Roll with the Big Dogs" event 	<p>September 2014</p> <ul style="list-style-type: none"> -Introduce "Go 'Ghetti Some Meatballs" egg roll -"Roll Call" event held on the 8th and 22th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event
<p>October 2014</p> <ul style="list-style-type: none"> -Introduce "Hold the Apple-please" egg roll -"Roll Call" event held on the 6th and 20th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event 	<p>November 2014</p> <ul style="list-style-type: none"> -Introduce "Gobble Me Up" egg roll -"Roll Call" event held on the 3th and 17th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event
<p>December 2014</p> <ul style="list-style-type: none"> -Introduce "That's the Gingerbread Rock" egg roll -"Roll Call" event held on the 8th and 15th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event 	<p>January 2015</p> <ul style="list-style-type: none"> -Introduce "Say Cheese" egg roll -"Roll Call" event held on the 5th and 19th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event
<p>February 2015</p> <ul style="list-style-type: none"> -Introduce "Cupid Steaked My Heart" egg roll -"Roll Call" event held on the 2nd and 16th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event 	<p>March 2015</p> <ul style="list-style-type: none"> -Introduce "Irish You Good Luck" egg roll -"Roll Call" event held on the 2nd and 16th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event
<p>April 2015</p> <ul style="list-style-type: none"> -Introduce "Egg-Stravaganza" egg roll -"Roll Call" event held on the 6th and 20th -"Show Us How You Rock 'N Roll" event - April 1st begin "Customers' Choice Contest" - Announce winner of the "Customers' Choice Roll" on April 30th -"Roll with the Big Dogs" event 	<p>May 2015</p> <ul style="list-style-type: none"> -Introduce "Customers' Choice Roll" egg roll -"Roll Call" event held on the 4th and 19th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event
<p>June 2015</p> <ul style="list-style-type: none"> -Introduce "Peel House Rock" egg roll -"Roll Call" event held on the 8th and 22th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event 	<p>July 2015</p> <ul style="list-style-type: none"> -Introduce "Firecrackin'" egg roll -"Roll Call" event held on the 6th and 20th -"Show Us How You Rock 'N Roll" event -"Roll with the Big Dogs" event

We also plan to continuously develop new and creative promotional events that will generate exposure for the business, increase customer traffic and generate sales.

V. PLANNED FINANCING

A. Projected Income and Expenses

1. Projected Cash Flow for the First Year

The following is our first year's income statement for Rock 'N EggRoll:

Rock 'N EggRoll's
Projected Income Statement
for Fiscal Year Ending July 31, 2015

Revenue		
Gross Sales	\$302,250	
Less: Cost of Goods Sold	<u>89,970</u>	
Net Sales		\$212,280
Expenses:		
Advertising	504	
Repairs/Maintenance	1,800	
Gasoline	12,348	
Propane	15,066	
Generator	6,000	
Salaries	0	
Wages	0	
Insurance	6,000	
Food Truck	68,200	
Truck Painting and Wrap	3,000	
Commercial Kitchen Equipment	2,810	
License Fees	500	
City Permits and Fees	875	
Event Fees	8,000	
Dumpster	1,800	
FICA and Medicare	0	
Unemployment Insurance	0	
Legal and Accounting	3,000	
Miscellaneous Expenses	1,200	
Cell Phone, Internet and Website	520	
Loan Repayment	<u>18,559</u>	
Total Expenses		<u>150,182</u>
Net Income		<u>\$62,098</u>

As you can see from the income statement above, we anticipate a net income of \$62,098 in year one. We have several one-time expenses, including the truck, painting and wrapping the

truck, along with the equipment needed to prepare and cook the food, which can be used for several years until it needs to be replaced.

2. Projected Three-Year Plan

The following is our three-year projected income statement for Rock 'N EggRoll:

	Rock 'N EggRoll's Three Year Projected Income Statement		
	Year One:	Year Two:	Year Three:
Revenue			
Gross Sales	\$302,250	\$332,475	\$365,722
Less: Cost of Goods Sold	89,970	98,967	108,863
Net Sales	\$212,280	\$233,508	\$256,859
Expenses:			
Advertising	504	529	555
Repairs/Maintenance	1,800	1,890	1,984
Gasoline	12,348	12,965	13,613
Propane	15,066	15,819	16,610
Generator	6,000	0	0
Salaries	0	100,000	120,000
Wages	0	0	0
Insurance	6,000	6,300	6,615
Food Truck	68,200	0	0
Truck Painting and Wrap	3,000	0	0
Commercial Kitchen Equipment	2,810	0	0
License Fees	500	525	551
City Permits and Fees	875	919	965
Event Fees	8,000	8,400	8,820
Dumpster	1,800	1,854	1,910
FICA and Medicare	0	0	0
Unemployment Insurance	0	0	0
Legal and Accounting	3,000	0	0
Miscellaneous Expenses	1,200	1,272	1,344
Cell Phone, Internet and Website	520	546	573
Loan Repayment	18,559	18,559	18,559
Total Expenses	\$150,182	\$169,578	\$192,099
Net Income	\$62,098	\$63,930	\$64,760

As you can see from the three year projected income statement above, we are predicting a net income of \$62,098 in year one, \$63,930 in year two and \$64,760 in year three. We have conservatively estimated that each year expenses will increase by approximately 5%, and our

gross sales will grow by an average of 10% each year. Although our net income does not increase substantially in year two and three, it is due to the fact that owners Carly and Nicole will begin taking a salary in year two and three of business.

B. Proposed Plan to Meet Capital Needs

1. Repayment Plans

The two owners will contribute \$10,000 each, for a total of \$20,000 of personal capital invested into Rock 'N EggRoll. Due to the risk of starting any new business, our parents will co-sign the loan, and put up their homes as collateral. We are seeking an \$80,000 loan, to be paid back over five years at an interest rate of 6%. This loan will be used to buy our truck and the equipment needed for both the truck and the commercial kitchen, to paint and install the graphics of the exterior of the truck, and to purchase our initial products and other start-up expenses. We will pay back the \$80,000 loan over a period of sixty months (five years) at \$1,546.62 per month.

VI. CONCLUSION

We are extremely confident that Rock 'N EggRoll will be very successful. We are a mobile business, which will allow us to reach a tremendous number of consumers in New Haven. We believe our wide variety of unique egg rolls will attract many customers. Our creative marketing strategies will allow us to reach out to many different markets at a very low cost. Our target markets consist of college students, business people and tourists in New Haven. Although New Haven is a large market for food trucks, Rock 'N EggRoll will offer a unique product that will satisfy every customer. We believe that we are qualified to launch Rock 'N EggRoll because of our backgrounds in marketing, financing and our excellent customer service skills.

After successfully establishing our business in New Haven, our long term objective is to expand our business to other parts of Connecticut by adding additional trucks, as well as expanding to the major cities and large college towns throughout the Northeast. We plan to expand first to Hartford, Connecticut, and then to other large cities such as Boston and New York City. After three years of business, we believe that funding a second truck will be possible, and that we will begin to hire employees. We are confident that with this loan, we can make Rock 'N EggRoll a tremendously successful new business. We are eager to begin preparing for our grand opening to be held on August 1, 2014.

VII. BIBLIOGRAPHY

<http://www.nraef.org/>

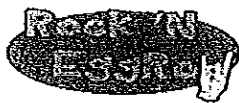
<http://mobile-cuisine.com/business/breaking-into-the-food-truck-industry/>

<http://www.isquare.com/fhome13.cfm>

<http://www.ct-clic.com/FAQ/faqView.asp?FaQID=212&CategoryID=17>

2010 U.S. Census Bureau

Interview with Carol Vollono, Owner and Michael DePonte, Manager of Sugar Bakery



VIII. APPENDIX

Menu

Everyday Rolls:

- Got Beef?: Ground beef with peppers and onion
- Winner, Winner, Chicken Dinner: Chicken, mashed potatoes, veggie mix
- Get Veggie to Rumble: Coleslaw mix, peppers and onions
- Bulldog's Bite: Steak, coleslaw mix, peppers, cheese
- Oink Ya Glad It's Pork: Pork, coleslaw mix
- Say Cheese: Mac 'n Cheese, served with four cheese sauce

Everyday Dessert Rolls:

- I Scream for Ice Cream: Choice of vanilla or chocolate or chocolate chip ice cream
Served with your choice of hot fudge, caramel sauce or strawberry sauce
- You Cannoli Imagine: Plain or with chocolate chips

Monthly Specials:

- January: I Can Tail It'll Be a Good Year-Shrimp, cabbage, peppers, carrots
- February: Cupid Steaked My Heart-Steak with coleslaw mix
- March: Irish You Good Luck-Corned beef and cabbage
- April: Egg-Stravaganza-Bacon and eggs
- May: Customers' Choice Roll
- June: Peel House Rock-Peanut butter and banana
Served with chocolate sauce
- July: Firecrackin'-Spicy chicken with coleslaw mix
- August: I Want S'more-Marshmallows and chocolate
- September: Go 'Ghetti Some Meatballs-Spaghetti and meatballs
- October: Hold the Apple-please-Caramelized apples with cinnamon sugar
- November: Gobble Me Up-Turkey, stuffing and cranberry sauce
- December: That's the Gingerbread Rock-Eggnog flavored ice cream with gingerbread cookie crumbs

Sides (Optional): Brown or White Rice

Drinks: Water-\$1.00, Sprite, Coke, Diet Coke-\$1.00 Snapple Iced Tea-\$1.79 Coffee, Hot Chocolate-\$1.60

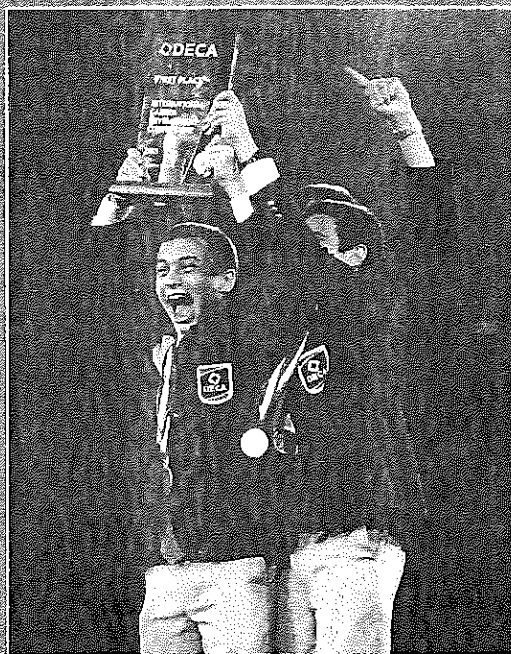
Single for \$3.00, Double for \$5.00

DECA WRITTEN EVENT WINNERS

2015 INTERNATIONAL CAREER DEVELOPMENT CONFERENCE



ENTREPRENEURSHIP WRITTEN EVENT



1st Place

JACK ELLIS
RACHEL LYREK

Orono High School, MN

Entrepreneurship Written Event

Mobile Dining Experience



Fast and Fresh. Clean and Green.

Orono DECA Chapter

Orono High School
795 Old Crystal Bay Road
Long Lake, MN 55356

Jack Ellis
Rachel Lyrek

April 26, 2015



Table of Contents

I. EXECUTIVE SUMMARY 1

II. INTRODUCTION..... 2

III. ANALYSIS OF THE BUSINESS SITUATION 3

 A. Self-analysis.....3

 B. Trading area analysis.....4

 1. General data4

 2. Competitive data.....6

 C. Market segment analysis7

 D. Analysis of potential location9

IV. PLANNED OPERATION OF THE PROPOSED BUSINESS13

 A. Proposed organization.....13

 B. Proposed product/service.....15

 C. Proposed marketing strategies.....19

V. PLANNED FINANCING21

VI. CONCLUSION.....28

VII. BIBLIOGRAPHY.....29

VIII. APPENDIX.....30

I. EXECUTIVE SUMMARY

The National League of Cities estimates that the Food Truck Industry will grow over 2.7 billion dollars by 2019 and named the industry as the second fastest growing segment for NCR Silver. In addition, the Partnership National Growth reports that over the course of five years, the sale of natural and organic food and beverage has grown 85% from 2005-2009 and continues at impressive rates. At the crossroads of these proven trends in the restaurant industry is a new mobile-dining experience: *800 Fab Pizza, LLC*. *800 Fab Pizza* is a four-tiered business plan with a food truck, permanent market location, catering and delivery that provides healthy and organic wood-fired specialty pizza. Our mission is *to create a mobile-dining experience that is consistently recognized as the highest quality of healthy and superior wood-fired specialty pizza, while ensuring 100% guest satisfaction, by prioritizing customer health and quality of service.*

Our target market is characterized by working, health-conscious, young adults ages 24-50. Our wood-fired specialty pizza will appeal to this audience as they try to maintain a clean, healthy diet while still enjoying delicious cuisine. With the fast-paced culture of Corporate America, *800 Fab Pizza* will fit right in and effectively deliver fresh food, fast.

We have three consistent locations where our customers will find *800 Fab Pizza*. Our primary trading area is located in Minneapolis, Minnesota. The population of the Minneapolis-St. Paul Metro Area is similar to the Tampa-St. Petersburg and is a city known for a rich history of entrepreneurial success as home to 18 Fortune 500 Companies. Our food truck will alternate between two locations on Marquette Avenue and South 2nd Avenue in Minneapolis from April to November. Our year-round, permanent location will be a 350 square foot market storefront in the Midtown Global Market. Our events and catering trading area spans 35 miles around the Minneapolis-St. Paul Metro area.

To draw in customers, we have developed extensive and modern marketing strategies that appeal to our target market. We will use social media and signage in addition to our food truck which serves as a moving billboard. An iOS and Android application will also be developed for our customers so they can stay updated on the location of our truck and offerings at *800 Fab Pizza*.

To begin the operation of our business, we are investing an owners' contribution of \$20,000 and are seeking a \$135,000 intermediate loan at an 8% interest rate to be paid off over a three year period. We have projected a sales growth of 6% in our second year, and 3% in our third year. Our full financial plan can be seen on PAGES 21-27.

We look forward to discussing our business plan with you on Monday, April 27.



II. INTRODUCTION

Pizza is a staple entree with origins as early as 900 C.E. and has continuously evolved. Wood-fire ovens have been used to make Neapolitan pizza in Italy since the mid-19th century with traditional flour crusts and tomato and cheese toppings. After being brought to America by Italian immigrants, American pizza chefs, or pizzaioli, have transformed the traditional dish to styles ranging from deep-dish "Chicago Style" pizza to thin-crust "New York Style" pizza. The turn of the 21st century brought a resurgence in classic Neapolitan pizza, however, the high carb, high sodium, high fat dish has negative connotations and in a nation with over 91.1 million overweight people, there is a growing demand for healthy-alternatives to the nation's most popular food. 800° Fahrenheit provides a modern take on Neapolitan pizza combining fresh, healthy ingredients in a variety of mobile settings.

Our mission is to ensure a mobile-dining experience that is consistently recognized as a top performer in the industry through uncompromising quality of new and original wood-fired pizza. We will continuously strive to exceed guest satisfaction through the quality of the experience and consistency of service. 800° Fahrenheit is an upscale mobile-dining experience with a food truck, catering service and stationary location that caters to health-conscious men and women in their 20's, 30's, and 40's with high disposable incomes.

With pizzas baked in wood-fired pizza ovens, 800° Fahrenheit gets its name from the high temperature of our custom-made ovens that bake pizzas in less than two minutes creating a rare combination of crisp crust and flavorful toppings. 800° Fahrenheit is a Limited Liability Company,



owned by business partners Jack Ellis and Rachel Lyrek, with a permanent location in Minneapolis and a fluctuating trading area in the Minneapolis-St. Paul Metropolitan area. The Twin Cities is a prime trading area due to a substantial populace of our primary and secondary target markets as well as food truck appreciation.

To ensure the success of our plan, we consulted numerous professionals in various industries:

- Mark Palm – President, Chameleon Concessions
- Terry Savoie – Owner & Operator, Red Rover Pizza
- Kathy Donlin – Human Resource Manager, Sysco Co.
- Courtney Duffield – Marketing Associate, Sysco Co.
- Jack Veach – Former Business Owner & Entrepreneur
- Catherine Mehaffey – President & CEO, CM Marketing Communications
- Keith Jurek – Marketing Educator, Orono High School

As professionals in their fields, each mentor guided us in creating a sound, accurate proposal that maximizes profit and efficiency.

III. ANALYSIS OF THE BUSINESS SITUATION

A. Self-analysis

We are confident that our partnership will lead to a successful business venture due to our combined experiences, relationship dynamic, and personal attributes.

As a fifth-generation business owner, Jack has grown up with the values and ethics that have made his family company flourish. His drive and passion are shown through his many servant leadership positions including Secretary of the Minnesota YMCA Youth in Government Board of Directors and Captain of the Speech Team. Jack's best attribute is his situation management skills gained from experience as a customer service representative at Roger Fazendin Realtors. Rachel's

family history of entrepreneurship in the Twin Cities area continuously proves to be a positive asset in networking and experience. As a bookkeeper and intern for Interscapes Inc., Rachel has become fluent in accounting and financial operations. Her organized and detail-oriented personality has proven beneficial with work in community involvement and mission trips.

Working together in the past has given us an opportunity to understand each other's strengths and weaknesses. Rachel's detail-oriented perfectionism is justly balanced by Jack's broad view of various situations, while Jack's enthusiasm to take on large complicated tasks is put into perspective by Rachel's objective outlook. Rachel has had hands-on business education experience through work on rebranding entertainment venues. In addition, Rachel has wood-fired pizza baking experience, and was trained by local gourmet pizza chef, Terry Savoie. Jack's love of cooking and gourmet food is a perfect addition to Rachel's experience to produce new and innovative creations. His experience in graphic design and brand implementation is another invaluable resource.

Together, our educational experience combines over four years of marketing education with accounting, psychology, business ethics and management classes. On top of our strong educational base, we realize the necessity of continuing education. We plan on furthering our knowledge of business by pursuing higher forms of education in the future.

B. Trading area analysis

1. General data

800 Fahrenheit will be operated in Minneapolis, Minnesota and business spans throughout the Minneapolis-St. Paul Metropolitan Area. Because we are a unique business we have a specialized



trading area. We have broken our analysis into three different categories – geographic, demographic and economic – and have placed our findings into the following sections below.

Geography

Our geographical trade area consists primarily of business buildings rather than residential buildings as business men and women will make up the majority of our sales. Our store will be in the center of Minneapolis located in an 8 square block area, the boundaries consist of Chicago Avenue to the east, South Washington Avenue to the north, Hennepin Avenue to the west and South 10th Street to the south.

Demographics

Our primary locations will be in Minneapolis, which has a population of 400,070 according to the US Census Bureau. There are 39,273 business firms in Minneapolis alone, which provides a large number of potential customers that fit our target markets. Each year, the average Minneapolis resident spends almost \$3,400 eating out, the Bureau of Labor Statistics reports. In 2014, Minneapolis was ranked number one for fittest city in the United States according to the American College of Sports Medicine Fitness Index. These demographic factors provide the perfect environment for

FIGURE 1



Minneapolis has an excellent trade area that fits our needs as a business. Our primary target market is business professionals who work within our trade area. The median annual occupational income of the Minneapolis area is almost \$100,000. The Minneapolis-St. Paul area has the lowest unemployment rate in the nation coming in at 4.3%.

Our business will give the employees at the companies in our trade area somewhere to go on their lunch break that will be a quick and easy and provide a healthy option for their lunch time meal.

2. Competitive data

In order to classify and better understand our competitors, we have grouped them into three distinct categories. Due to the unique structure of food truck vending, the categories differ from those of a traditional brick and mortar restaurant.

The first category of competitors are the businesses that will be competing with us for customers on the streets. These include other food trucks and local quick-serve and fast casual restaurants. On average, there are anywhere from 15-20 food trucks within a 6-block radius of our locations. While some offer healthy and organic foods (The Moral Omnivore, The Green and the Grain) and some offer pizza (Little G's, Big River Pizza), we will be the only truck to offer the combination that will attract new and unique customers. There is one food truck that has wood-fired pizza (Tru Pizza) but it is only in Minneapolis occasionally and focuses on authenticity, rather than health. Finally, there are about 15 quick-serve restaurants within our food truck trading area.

Market Competitors

Our competitors differ at our Midtown Global Market location. Our average customer comes to the Midtown Global Market for a quick meal break or to experience the culture of the market. Our competitors here include the other food vendors such as The Hot Indian, Andy's Garage and Manny's Tortas. As the only health-centric food vendor and only business serving pizza that is wood-fired, *800 F* will stand out from our competitors as unique.

Finally, both locations will have similar competitors for customers who are in search of pizza.

The following pizzerias are within our trading area and will compete for pizza-loving customers:

- Dominos
- Pizza Hut
- Davanni's
- Papa John's
- Broadway Pizza
- Leaning Tower of Pizza
- Dulono's
- Uptown Pizza

All of our competitors have well-deserved reputations. While they may offer similar products or methods of service, we believe that we will be able to stand out in the competitive market by providing healthy and fresh options to our Minneapolis customers. By being at the center of two booming industries – the mobile dining industry and the healthy food industry – we believe that *800 F* will stand out as fresh, innovative and unique.

C. Market segment analysis

After analyzing the traditional and daytime population of Minneapolis, we have chosen target markets that have the financial ability and personal desire for a product such as ours. In FIGURE 2, we have separated our target market into 4 primary categories.

FIGURE 2

Target Market Name	Target Market Description	Percent of Business
Primary Target Market A	Working professionals ages 32 and older	55%
Secondary Target Market A	Working professionals ages 24-31	22%
Secondary Target Market B	Downtown Residents	15%
Secondary Target Market C	Other	8%

Our primary target market is business professionals over the age of 32. We have selected this group because of their greater discretionary income as well as the increased desire for healthy living. Due to the large workforce in the Minneapolis area we have made this target market 55% of our business.

Our secondary target market has been divided into three separate groups. The majority of our secondary target market area the business professionals in the 24 to 31 age range. This group is new to the Minneapolis workforce and therefore not as habitual and consistent as our primary target market but still has a great deal of knowledge regarding the importance of healthy eating making them strong supporters of our mission.

Our final target market will consist of Minneapolis residents and any other customers that will help our business succeed. The downtown Minneapolis residents will make up 15% of our total business target market. Our last group will be 8% of our business, which will include walk by business or out-of-town travelers – anyone who does not fit in the above markets.

We have separated our target market into four main categories, however, we estimate that 8% of our business will be from those whom we do not target directly. *800 F* seeks to provide the community with healthy and green pizzas and meet our customer's wants and needs.

We are targeting individuals that are on-the-go and pursuing a healthy lifestyle, and need the convenience and portability that our products provide. We want to appeal to the Minneapolis workforce because they have a discretionary income. Because we are trying to appeal to the workforce, we believe we will have more business during the weekday lunch hours. Our business will attract health-conscious people because they are motivated to find quick, healthy food that has great taste and fits their lifestyle.

D. Analysis of potential locations

Location is crucial to the success of 800°F mobile. As a mobile-dining company, however, location is nontraditional and two-tiered. Licensure and permits often vary by city, so having a concrete plan for where to locate our truck is important. In addition, many cities – including Minneapolis – require food trucks to have a permanent kitchen. This is also necessary for our business so that we have a place to prep and store our food prior to daily use and events.

For the purpose of this project, daily use is operationally defined as food truck operation during the lunch hour - traditionally ranging from 10:00 AM until 2:00 PM. We spoke with numerous food truck owners in order to decide upon a permanent kitchen option. While we will have to pay a monthly rent, depending on our choice, there will be minimal build-out cost for our kitchen. Most food trucks either stem from a traditional brick and mortar location or take part in a kitchen commissary. These kitchen commissaries are communal kitchens with equipment, prep space, and storage for member businesses to use. The following chart, FIGURE 3, details the factors used in evaluating potential daily use and permanent kitchen locations.

FIGURE 3

Daily Use Truck Location Factors

Factor	Explanation
Walk-by Traffic	The number of potential customers who walk by our potential locations. A higher amount of people leads to higher overall potential sales.
Surrounding Trucks	The number of trucks within a close proximity to our potential location. Trucks provide a steady customer base to build up our business, but also can take customers away if too distracting.
Surrounding Businesses	The number and type of businesses within a close proximity to our potential location. Although most brick and mortar businesses are only indirect competition, they can often distract customers.
Truck Parking Competition	The level of negative competition to get a parking spot in the area. The higher the parking competition, the less likely we are to get a parking spot.
Accessibility	How easy it is for our customers to get to our location.
Sidewalk Space	The size of our sidewalk. More sidewalk space increases customers and attraction to our truck.

Permanent Kitchen Location Factors

Distance from Daily Parking	The distance, in miles, from our daily truck location. We prefer a close location to minimize travel time and cost.
Storage Space	The average cost for space (both temperature controlled and uncontrolled.) The most competitive price is favored.
Parking Space	Space availability for permanent food truck parking.
Cooking Space	The size and details regarding space included in our contract. The more space and equipment provided, the better.
Retail Space	The availability of retail space directly from the kitchen for off-season sales. In some cases, commissaries also have a restaurant where members sell their food.
Retail Loss	The amount of retail sales that go to the commissary (when using commissary retail space.)

We visited and analyzed three potential daily use food truck locations in order to find the best daily schedule. Observational research, vendor interviews and customer interviews all helped us to effectively evaluate our potential locations. Through in-depth analysis and study, we gave each

factor for each location a rank of one through five with one being detrimental to success and five being ideal. Below, FIGURE 4 illustrates our findings and analysis.

FIGURE 4

Factor	Location 1 ¹ : Marquette Ave.	Location 2 ² : S 2nd Ave.	Location 3 ³ : St. Paul 1
Walk by Traffic	5	4	3
Surrounding Trucks	5	4	2
Surrounding Businesses	5	5	4
Truck Parking Competition	3	5	5
Accessibility	5	4	5
Sidewalk Space	4	5	4
Average	27	27	23

¹ Marquette Avenue between S 6th Street and S 9th Street. ² S 2nd Avenue between S 6th Street and S 7th Street ³ Various St. Paul Locations

Location 1 on Marquette Ave. and Location 2 on South 2nd Ave. tied for top food truck daily location. Due to the comparable locations, we have decided to appeal to more customers by parking at Location 1 on Mondays, Wednesdays and Fridays and Location 2 on Tuesdays and Thursdays. In addition, this will create a more consistent schedule for our customers.

As mentioned above, current business plans for 2020 do not include a brick and mortar location in Minneapolis and in order to meet code as well as have a kitchen to prepare for daily use and event use, it is necessary to have a permanent kitchen. The Minneapolis area provides numerous kitchen commissaries and comparable options at extremely competitive rates. FIGURE 5, on the following page, illustrates our findings and analysis.

FIGURE 5

Factor	Location 1: Kindred Kitchen	Location 2: Kitchen in the Market	Location 3: The Midtown Global Market
Total Cost	15,420/year	9,600/year	12,600/year
Distance from Daily Parking	2.5 miles	2.4 miles	2.4 miles
Storage Space	\$50/shelf	\$75/shelf	storage included
Parking Space	none	yes	yes
Cooking Space	2 full kitchens, 1 full prep space	1 full kitchen, 8 mini prep spaces	personal kitchen and prep space
Retail Space	none	Yes, Minimal-Moderate	Yes, Moderate-High
Retail Loss	n/a	0%	0%

sources: kindredkitchen.com, cityfoodstudio.com, kitcheninthemarket.com, Molly Hermann, KITM Private Interview

The first two locations are kitchen commissary locations. Location 1, Kindred Kitchen, has the highest rent and gives no opportunity for in-house retail. Location 2, Kitchen in the Market, is the least expensive of our options and provides minimal to moderate income through retail space.

The final location, Location 3, The Midtown Global Market, is not a kitchen commissary, but an indoor international market. The Midtown Global Market rent is in the middle, and provides year-round, daily, private space to prepare and make food as well as sell our food. This location, without a doubt, has the highest income potential. With hundreds of visitors each day, foot traffic is highest here and we will be able to stand out. One potential complication with choosing the Midtown Global Market as our permanent kitchen is the rigidity of the schedule. We have to follow the market's schedule and be open 7 days per week, requiring more staff.

Overall, we believe that the Midtown Global Market is the best permanent kitchen location due to the high income potential, competitive lease rate and opportunity for future growth.

IV. PLANNED OPERATION OF THE PROPOSED BUSINESS

A. *Proposed organization*

According to the U.S. Small Business Administration, two of the main reasons for small business failure are lack of capital and lack of expertise. Due to the large percentage of businesses that fail within the first few years, we believe it is vital to ensure sound financial reports and ample expertise when proposing and creating our business.

We have thoroughly analyzed any foreseen expenses and budgeted for potential unforeseen expenses as well. Through work with business owner and financial expert, Jack Veach and premier Minnesota food concession manufacturers we have evaluated numerous successful and failed mobile food vendors in order to ensure all aspects of our business have been accounted for monetarily.

With their guidance we have made the decision to use QuickBooks as our accounting software to continuously keep track of our financial statements. In addition to their expertise regarding the financial aspect of our business, we again consulted Mark Palm and local, brick oven pizza chef Terry Savoie in regard to food truck manufacturing and wood-fired pizza.

We are confident that [redacted] will be most successful as a Limited Liability Company (LLC). The most applicable benefits received from an LLC include managerial flexibility and

efficiency, single taxation and freedom from personal liability. The steps and cost of legally starting an LLC are as follows:

- Name your LLC
- Choose a registered agent (Rachel Lyrek)
- File the Articles of Organization (\$135)
- Create an Operating Agreement

As a mobile food vending company, our space and staffing requirement is different than traditional brick and mortar restaurants. For our consulting, food preparation and truck storage, the Midtown Global Market provides the perfect amount of retail space as well as storage space for all of our food. We plan on starting our business with one food truck that is 30' in length and 9' in height.

The limited space a food truck provides is the largest factor in our staffing proposal. FIGURE 7, on the next page, illustrates the necessary staffing requirements. As owners, we will fill the role of managers dividing time evenly between us. In addition, we will have an executive chef as well as six part-time workers. At most, we will have three workers in the truck at one time and three workers at the Midtown Global Market. FIGURE 6, below, shows the payroll for each position.

Job Position	Payroll Structure	Hours/Year	Hourly Rate	Cost/Year	Number of Employees	Total/Year
Manager	Salary	-	-	\$30,000	2	\$60,000
Executive Chef	Salary	-	-	\$39,000	1	\$39,000
Team Member	Hourly	1,040	\$10	\$10,040	6	\$60,240
Total:					9	\$159,240

FIGURE 6

FIGURE 7

Job Position	Employment Type	Number Required	Job Description
Manager	Full Time	2	<ul style="list-style-type: none"> • Operating truck • Overseeing business • Managing finances • Directing marketing
Executive Chef	Full Time	1	<ul style="list-style-type: none"> • Operating truck • Preparing food • Directing Team Members
Team Member	Part Time	6	<ul style="list-style-type: none"> • Preparing food items • Clearing truck • Assisting Managers

In order to stay organized, we have created a list of steps that enabled us to select an opening date for our business.

- Create a business plan
- Obtain start-up capital
- Determine a business structure
- Acquire a Federal Employee Identification number
- Complete the business licensing requirement
- Create an LLC operating agreement
- Fulfill insurance requirements
- Determine the business location
- Attain a Certified Food Protection Manager ID from the Department of Health
- Submit the Vending Application to the Department of Health
- Hire staff
- Open a business bank account
- Stock the kitchen and food truck with necessities
- Have a grand opening

B. Proposed product/service

In effectively branding *[redacted]*, the limited décor and merchandising materials will all convey a sleek, modern, high-end trend with a fast paced edge. Our target customers – modern, trendy business men and women – will appreciate the efficiency and current style that parallels our vision statement

The food-truck will have a sleek black base with our logo and tagline. On the bottom of our truck, there will be a skirt of words describing our brand in the signature green color. On one side of our truck there will be an ordering window and flat screen television with cover to display our menu and any special offerings we have. The back of the truck will be equipped with a stand for the moped to be used for the delivery portion of the business. FIGURE 8, shows the proposed design of the truck.

FIGURE 8



It is vital to have an efficient layout of the truck in order to complete our goal of providing our customers with fresh food, fast. FIGURES 9, 10, AND 11, show the layout of the truck, including equipment placement.

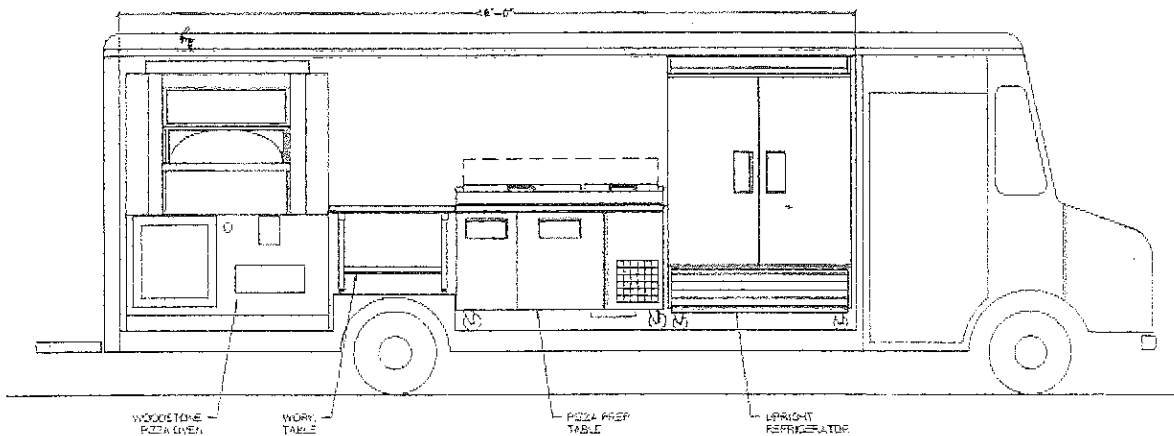


FIGURE 9

FIGURE 10

Fast and Fresh. Clean and Bright | 17

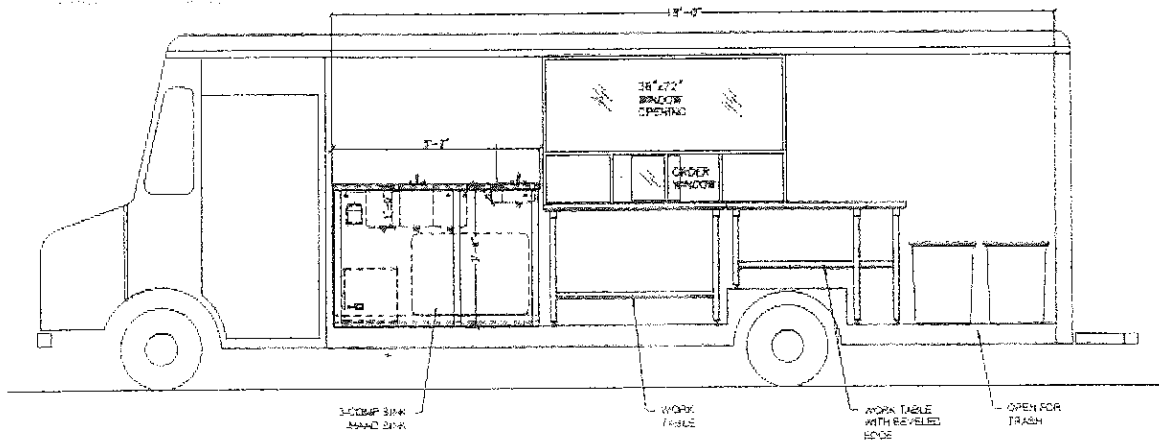
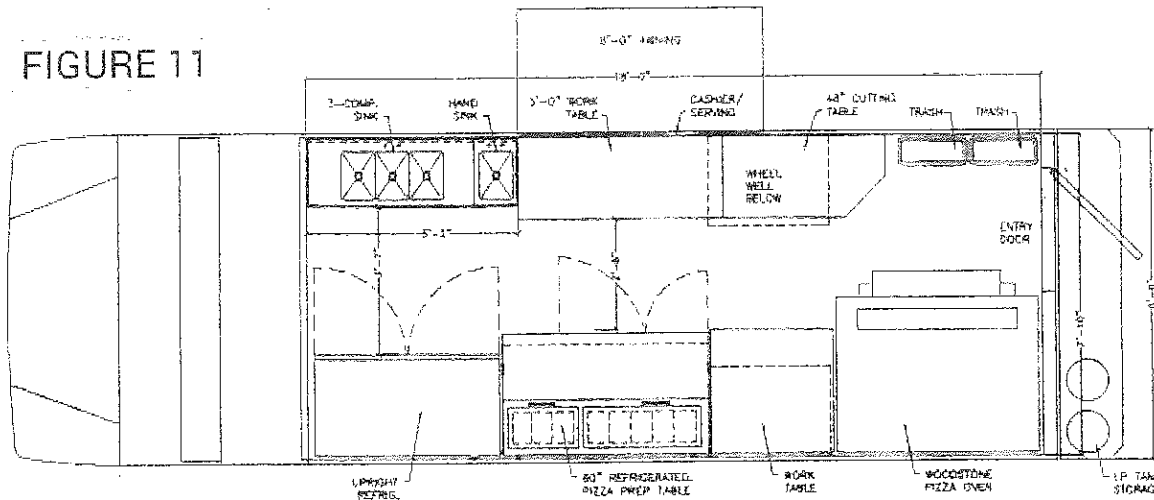


FIGURE 11



Our location at the Midtown Global Market will feature the same ambiance, but will have permanent signage. The layout for our permanent location can be seen in FIGURE 12.

As mentioned earlier,
 sells a large variety of wood-fired specialty pizzas in addition to dessert pizzas and beverages. We have worked extensively with sales

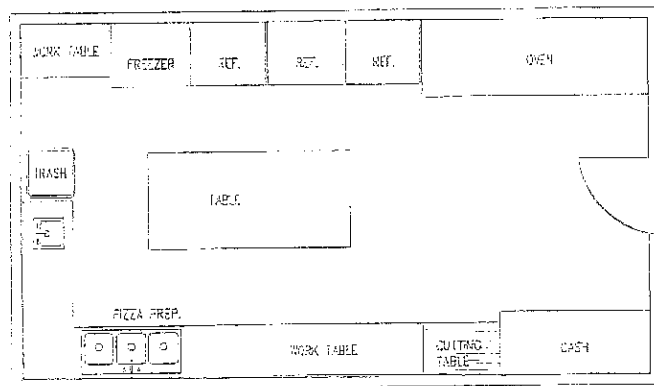


FIGURE 12

representatives from Sysco Co. who will partner with ~~the~~ ~~company~~ as our sole food vendor. In order to differentiate ourselves from the traditional American notion of pizza as unhealthy, we will be using pesticide-free, organic, natural, free-range, grass-fed, or hypoallergenic products and our packaging will all be made of recycled materials.

Our full menu can be seen in the ~~appendix~~ on PAGE 30. We expect regular pizzas to account for 75% of our sales, 10% from beverages, 9% from dessert pizzas, and 6% from kid's pizzas.

While our food truck and permanent market location are the primary business focus of ~~our~~ ~~business~~, we will also offer delivery and catering services. Customers can request delivery within an eight-block radius of our food truck and permanent location through our smartphone application detailed in the ~~proposal~~ ~~and~~ ~~marketing~~ ~~strategy~~ ~~plan~~. A minimum order of \$25 is required for delivery and a \$5 delivery fee will incur. Additional policies will be created as we learn how to best serve our customers. Pizzas will be delivered by the ~~owner~~ ~~and~~ ~~his~~ ~~moped~~. The catering service offered is recommended for business meetings, parties, receptions and community events. For outdoor events, we will serve pizzas a la carte from the truck. For catering projects located in office buildings, we will park the truck ~~outside~~ ~~of~~ ~~the~~ ~~building~~ and take orders or have a pre-determined menu.

We will be purchasing our truck from Chameleon Concessions in Plymouth, Minnesota. We have worked substantially with the owner, Mark Palm, and he has located a food truck and is able to renovate it to our standards and brand, as well as fully outfit the truck for operation.

C. Proposed marketing strategies

We understand that an efficient marketing strategy can make or break a business. For these reasons, we have worked with Catherine Mehaffey and her team at CM Marketing Communications and numerous independent food trucks in order to have the most cost-effective marketing strategy possible. Through non-personal, personal, and social media promotion, we have created a three-tiered marketing strategy to create an initial connection with our patrons and keep them engaged.

Non-personal Promotion

The mobile-dining industry does not rely heavily upon non-personal promotion. The very nature of the industry is modern and individualized; non-personal promotion does not provide that opportunity. For that reason, we will only be using two types of non-personal promotion: signage and information cards. The truck and permanent-location décor are the main factors used in connecting with customers. Having a unique and succinct brand will draw customers towards 800 Fast and Fresh. We will also display tri-fold street signage that have menus and information cards. This will be used on the sidewalk outside of our truck and in the aisles of the Midtown Global Market to captivate potential customers and handouts will engage our customers before and after their purchase. Finally, the permanent signage in the Midtown Global Market will attract customers and the design of our food truck turns it into a billboard on wheels.

Personal Promotion

The personal promotion strategies used to communicate with customers include event sponsorships and participation, organization memberships, and food samples. We will take

advantage of the numerous events – ranging from races to festivals – that take place in the Minneapolis-St. Paul metropolitan area. By sponsoring events, hosts give us advertising space and the ability to sell food and drinks out of our truck. This serves as advertising and an additional opportunity to increase revenue. We will become members of the Minneapolis Regional Chamber of Commerce, the Midtown Global Market Merchants Coalition, and the Minnesota Food Truck Association. These memberships give us the opportunity to connect with other businesses, advocate for food truck rights, and promote the industry and our company. Finally, during hours of slow operation, we will provide passersby with samples of our wood-fired specialty pizza. This creates a sense of community and will allow potential customers the ability to try our food.

Social Media Promotion

We will be utilizing numerous social media platforms in order to interact with our customers. 800 Fango will have its own Facebook, Twitter, Instagram and LinkedIn accounts. Facebook will be used to communicate with a wide variety of customers and reach out to those who have not already visited us through posts, photos and events. We will use Twitter and Instagram to directly connect with customers with daily location updates, special menu items, and photos. Lastly, LinkedIn will allow us the ability to form connections with our primary target market of business men and women.

In addition to using popular social media sites, we will be creating a smartphone application for iOS and Android devices. This device is free to download and will be consistently updated with our location, provide a digital menu and give customers the power to order through our delivery service.

While this application will cost approximately \$1,200 to create, it will bring in revenue through the delivery service and will remind and engage customers. Through this application, we will be connected to the following food truck applications used by surrounding food trucks:

- Roaming Hunger Food Truck Finder
- Food Truck Fiesta
- Eat Street
- TruxMap Food Truck Map

In the first year of operation, we will incorporate numerous sales and special promotions in order to gain customer loyalty. The varying promotional activities we are utilizing are outlined in FIGURE 13.

FIGURE 13

Time of Event	Event and Description
April 11th	GRAND OPENING: Decorate truck, free samples, pass out \$2 off a pizza in the month of May discount cards.
May 1st-7th	MAY DAY, YAY!: Fruit Dessert Pizzas are 1/2 off
June 12th-18th	S'MORE S'MORES! S'more Dessert Pizzas are 1/2 off
July 3rd-9th	RED, WHITE AND BLUE GOLD!: Buy one White and Gold Pizza, get one for only \$3.
September 6th-October 28th	PUNCH CARD: After your 6th pizza punch, customers get a free pizza
December-March	FAHRENHEIT FRIDAYS: \$1 off a regular priced pizza on the fourth Friday of each month

V. PLANNED FINANCING

A. Projected income and expenses

To ensure a successful future for [redacted], we have created a detailed and accurate financial plan. Our numbers have been gathered through extensive market and competitor research, as well as meetings with financial expert, Jack Veach.

The first aspect of our financial plan includes a one year, month by month income statement that breaks down our sales and expenses.

Our food truck sales and Midtown Global Market Sales were calculated by expected income per week. We spoke with numerous food truck owners and Midtown Global Market vendors to obtain information regarding number of purchases per week. From there, we calculated the percentage of sales, gross profit by item and gross profit by month. From the first week of December to the third week of April, our food truck is off the streets and our food truck sales will be zero. This is because the cold climate and large amounts of snow in Minnesota winters prevent most customers from travelling outside to get their food. The event and catering revenue was based off of other first-year food trucks in Minneapolis.

Through work with Sysco Corporation, we obtained a Menu Item Analysis of each item on our menu with cost to make, sale price, and profit. We then took the mean profit and used that number to determine our food cost of goods. By having Square be our chosen point of sale provider, we have a flat rate of 2.75% of all sales in credit card fees, which accounts for this line item. Finally, packaging was calculated based upon number of pizzas sold and was included in the Menu Item Analysis from Sysco Corporation.

Our controllable expenses were calculated through collaboration with our financial advisor, Jack Veach and various Minnesota food truck owners. Our various types of promotion include signage, flyers, and association memberships. As owners, we will both receive a salary of \$30,000 and have reserved \$99,240 for our executive chef and 6 team members which can be cross-referenced in FIGURE 6 on PAGE 14. We have estimated \$875 for our initial professional fees to start our business and industry standards were used to calculate operating supplies, fuel, and maintenance and repairs. Our point of sale system and supported technology is included under the communications cost.

Permits and licenses, rent, insurance, and bank service charges were all costs that were predetermined and fixed. Our interest rate comes from the Loan Calculation Statement found on PAGE 27. Depreciation was calculated over seven and five years for the food truck and Midtown Global Market location respectively.

The Income Statement can be seen in FIGURE 14 on the following page.

FIGURE 14

Income Statement
Year

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Revenue:												
Food Truck Sales	15,655	23,992	29,839	29,235	32,019	30,627	24,771	11,257	0	0	0	0
MGM Sales	7,299	9,304	11,060	11,269	12,598	12,163	12,780	15,711	15,946	8,770	8,644	12,127
Event Sales	1,060	3,060	5,000	5,000	5,000	5,000	3,000	2,000	1,000	2,000	2,500	2,500
Catering Sales	0	2,500	12,500	6,250	4,375	3,750	1,250	0	0	0	0	1,250
Net Sales	23,953	37,996	58,419	51,994	53,992	51,540	42,807	28,968	17,946	9,770	11,144	15,877
Cost of Goods:												
Food	4,791	7,399	11,694	10,339	10,796	10,308	8,560	5,794	3,569	1,954	2,229	3,175
CC Fees	659	1,045	1,867	1,422	1,485	1,417	1,177	797	494	269	306	437
Packaging	3,198	1,960	2,921	2,985	2,769	2,577	2,140	1,458	837	489	557	734
	5,647	10,543	16,211	14,345	14,983	14,302	11,877	8,039	4,980	2,711	3,092	4,406
	112,136											
Gross Profit (Loss)	17,306	27,452	42,208	37,349	39,010	37,238	30,924	20,930	12,966	7,059	8,052	11,471
Controllable Expenses:												
Personal Promotion	750	175	175	175	175	175	175	175	175	175	175	175
Nonpersonal Promotion	50	50	50	50	50	50	50	50	50	50	50	50
Payroll	11,170	14,090	14,090	14,090	14,090	14,090	14,090	14,090	12,400	12,400	12,400	12,400
Payroll Taxes and Benefits	1,763	2,223	2,223	2,223	2,223	2,223	2,223	2,223	1,957	1,957	1,957	1,957
Professional Fees	875	0	0	0	0	0	0	0	0	0	0	0
Operating Supplies	500	50	50	50	50	50	50	50	50	50	50	50
Fuel - Truck	107	107	107	107	107	107	107	107	26	26	26	26
Communications	824	110	110	110	110	110	110	110	110	110	110	110
Maintenance and Repairs	267	267	267	267	267	267	267	267	267	267	267	267
Fixed Expenses:												
Permits and Licenses	1,600	0	0	0	0	0	0	0	0	0	0	0
Loan Principle	900	878	855	833	810	788	765	741	718	695	671	647
Interest	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417
Depreciation - Food Truck	266	266	266	266	266	266	266	266	266	266	266	266
Depreciation - MGM Buildout	2,538	15	15	15	15	15	15	15	15	15	15	15
Delivery Materials	1,200	0	0	0	0	0	0	0	0	0	0	0
App Development	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
Rent	600	600	600	600	600	600	600	600	600	600	600	600
Insurance	15	15	15	15	15	15	15	15	15	15	15	15
Bank Service Charges	25,991	21,313	21,290	21,268	21,245	21,222	21,199	21,176	19,115	19,092	19,066	19,045
Total Expenses	5,985	6,190	20,917	19,081	17,764	16,016	9,724	247	6,150	12,088	11,017	7,574
Net Income (Loss)												



Following the Income Statement, the next aspect of our financial plan is the Cash Flow Statement shown in FIGURE 16. The Cash Flow Statement shows the incoming and outgoing capital month by month for the first year of operation. It includes the starting capital of \$155,000.

The first important number is the gross profit for operations which is the total revenue from the food truck, Midtown Global Market location, events and catering minus the cost of goods. That number, as well as every number in the cash outflow section, corresponds to the Income Statement. Below that, are the other cash outflows. The food truck cost was determined by working with Chameleon Concessions owner, Mark Palm, who provided us with a line item analysis of the cost of our proposed truck. Further, the build out for our permanent location in the Midtown Global Market was estimated by Interscapes Inc. Finally, the loan principal amount was calculated on the Loan Calculation Statement on PAGE 27.

The final projection needed is the Three Year Plan. This allows us to predict the success that our business will see over the first three years of business. We have safely assumed a 6% increase in sales from the first year to the second year and a 3% increase in sales

from the second year to the third year. These findings can be seen in FIGURE 15.

Three Year Plan			
2016-2018			
	Year 1	Year 2	Year 3
Total Revenue	\$404,100	\$428,346	\$441,196
Cost of Goods	\$112,138	\$118,857	\$122,423
Gross Margin	\$291,962	\$309,489	\$318,773
Expenses	\$250,925	\$247,161	\$245,907
Yearly Net Profit	\$41,037	\$62,327	\$72,867

FIGURE 15

FIGURE 16

CASH FLOW STATEMENT (in \$)												
Beginning Cash Balance	155,000	\$9,767	\$14,236	\$33,461	\$47,828	\$63,855	78,110	\$86,051	\$83,998	\$75,938	\$61,971	\$48,997
Cash Inflows (Income):												
Sweet Profit from Operators	17,306	27,452	42,208	37,949	39,010	37,239	30,924	20,930	12,966	7,059	6,052	11,471
Total Cash Inflows	\$17,306	\$27,452	\$42,208	\$37,949	\$39,010	\$37,239	\$30,924	\$20,930	\$12,966	\$7,059	\$6,052	\$11,471
Available Cash Balance	\$172,306	\$57,219	\$85,444	\$70,810	\$86,838	\$107,093	\$109,034	\$106,981	\$96,964	\$82,997	\$70,023	\$60,468
Cash Outflows (Expenses):												
Personal Provision	750	175	175	175	175	175	175	175	175	175	175	175
Professional Provision	50	50	50	50	50	50	50	50	50	50	50	50
Payroll	11,170	14,090	14,090	14,090	14,090	14,090	14,090	14,090	12,400	12,400	12,400	12,400
Payroll Taxes and Benefits	1,763	2,223	2,223	2,223	2,223	2,223	2,223	2,223	1,957	1,957	1,957	1,957
Interest	900	878	855	833	810	788	765	741	718	695	671	647
Delivery Materials	2,538	15	15	15	15	15	15	15	15	15	15	15
App Development	1,200											
Professional Fees	875											
Operating Supplies	500	50	50	50	50	50	50	50	50	50	50	50
Fuel, Tires	107	107	107	107	107	107	107	107	107	107	107	107
Communications	824	110	110	110	110	110	110	110	110	110	110	110
Maintenance and Repairs	267	267	267	267	267	267	267	267	267	267	267	267
Printing & Licenses	1,600											
Rent	1,950	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
Insurance	600	600	600	600	600	600	600	600	600	600	600	600
Cash Expense Charges	15	15	15	15	15	15	15	15	15	15	15	15
Subtotal	\$24,209	\$19,530	\$19,608	\$19,505	\$19,563	\$19,549	\$18,517	\$18,494	\$17,514	\$17,490	\$17,467	\$17,443
Other Cash Out Flows:												
Food Truck	11,900											
MSM Sold out	16,000											
Loan Interest	3,300	3,353	3,275	3,397	3,420	3,443	3,466	3,489	3,512	3,536	3,559	3,583
Subtotal	\$31,200	\$3,353	\$3,275	\$3,397	\$3,420	\$3,443	\$3,466	\$3,489	\$3,512	\$3,536	\$3,559	\$3,583
Total Cash Outflow	\$162,539	\$22,983	\$22,983	\$22,983	\$22,983	\$22,983	\$22,983	\$22,983	\$21,026	\$21,026	\$21,026	\$21,026
Ending Cash Balance	\$9,767	\$14,236	\$33,461	\$47,828	\$63,855	78,110	\$86,051	\$83,998	\$75,938	\$61,971	\$48,997	\$31,060



B. Proposed plan to meet capital needs

To meet our capital needs, we have determined the value of the singular loan necessary to start our business. In addition to our personal contribution of \$20,000, we are requesting an intermediate loan of \$135,000. This loan will cover all initial expenses including our food truck and build-out expenses. We will offer our cars as collateral at an estimated \$9,000 through the Kelley Blue Book.

We have estimated an 8% interest rate – nearly twice the standard interest rate due to the inherent risk with starting a mobile dining business – which will be paid off over the course of three years. Our monthly payment will be \$4,230.

FIGURE 17

Loan Calculation Statement	
	Loan Values
Loan amount	\$ 135,000.00
Annual interest rate	8.00 %
Loan period in years	3
Number of payments per year	12
Start date of loan	4/1/2016
	Loan Summary
Scheduled payment	\$ 4,230.41
Scheduled number of payments	36
Actual number of payments	36
Total interest	\$ 17,294.74

Through our combined \$20,000 personal investment in this company we hope to show our confidence in this business. We know that \$200 Billionheit has the potential for success that will multiply our initial investment. Further, our 8% interest rate is intended to give you expanded security and confidence when making the decision to loan money for the creation of our business.

We understand that a sound, detailed, and accurate financial plan is imperative to the success of any new business. This is especially true in the case of \$200 Billionheit – a multi-faceted mobile dining business. We are extremely confident in this financial plan and believe it is evidence of our dedication to creating a successful and profitable business.



VI. CONCLUSION

We desire *to be the top mobile provider of healthy and delicious food-lined specialty pizza*

Minneapolis is the ideal location for our business as it holds a large population of our target market.

By opening a mobile-dining business in Minneapolis, we will cater to lunch and dinner customers on a daily basis as well as provide our services through catering at events.

In order to finance this business venture, we require a \$135,000 intermediate loan to be paid off over the course of 3 years. In addition, we will make an owners' contribution of \$20,000 and offer our cars as colateral at an estimated \$9,000.

After meeting with you on Monday, April 27, we hope to gain your approval for our business and loan proposals. We believe that our in depth business plan and accurate financial statements will leave you with full confidence in the success of 800°F.

VII. BIBLIOGRAPHY

Burrow, James. Marketing 3e. Mason, Ohio: South-Western Cengage Learning, 2009.

Donlin, Kathy and Courtney Duffield. Human Resource Manager and Marketing Associate, Sysco Co.
Multiple meetings and interviews. 2014 and 2015.

Heidorn & McCuskey. Entrepreneurship Written Event Project, Café Vita. Orono High School. 2013.

Jurek, Keith. Marketing Teacher/DECA Advisor, Orono High School. Multiple meetings and
interviews. 2014 and 2015.

Kimbrell, Grady, Schneider-Fraese, Lois and Carl A. Woloszyk. Marketing Essentials. Mission Hills,
California: Glenco McGraw-Hill, 2009.

Lyrek & White. Entrepreneurship Written Event Project, The Fruit Bar. Orono High School. 2013.

Mehaffey, Catherine. President & CEO, CM Marketing Communications. Multiple meetings and
interviews. 2014 and 2015.

Palm, Mark. President, Chameleon Concessions. Multiple meetings and interviews. 2014 and 2015.

Savoie, Terry. Owner & Operator, Red Rover Pizza. Multiple meetings and interviews. 2014 and 2015.

Veach, Jack. Fortune 500 Business Owner and Entrepreneur. Multiple meetings and interviews.
2013-2015.

FIGURE 18

MENU

PIZZA

The Margarita

mozzarella, ricotta, and cheddar cheeses, basil
we recommend: the classic sauce, the classic crust
\$8

The Meat Lovers

turkey bacon, chicken sausage, turkey pepperoni, mozzarella and cheddar cheeses
we recommend: the classic sauce, the classic crust
\$10

The BLT

mayonnaise, lettuce, turkey bacon, mozzarella and cheddar cheeses
we recommend: sliced tomato sauce, the whole wheat crust
\$9

The Pizza Mexicana

chicken fajita strips, southwest corn blend, diced avocado, chopped cilantro, mozzarella cheese
we recommend: the gluten free sauce, the gluten free crust
\$10

The Skinny Avocado

tomatoes, avocado, red onion, prosciutto, kale, zucchini, mushroom, feta and gorgonzola cheeses
we recommend: the pesto sauce with the white sauce drizzle, the whole wheat crust
\$10

The White and Gold

caramelized onions, crushed red pepper, chicken, mozzarella and cheddar cheeses
we recommend: the white sauce, the classic crust
\$10

The Vegan Salad Pizza

tomatoes, red onion, black olives, cucumber, avocado, parsley, oregano, basil, lettuce, kale, zucchini, mushroom
we recommend: the vegan sauce, the vegan crust
\$10

Build-Your-Own Pizza

create your own fresh, clean and green pizza
\$8-10

FOR THE KIDS

The Maggie Pizza

mozzarella and cheddar cheeses
we recommend: the classic sauce, the classic crust
\$6

The PB&J Pizza

peanut butter and grape jelly
we recommend: the classic sauce, the classic crust
\$6

DESSERTS

The Chocolate Hazelnut Pizza

Nutella® chocolate hazelnut spread, fresh strawberries
\$6

The Fresh Fruit Pizza

cream cheese frosting, strawberries, blueberries, kiwi, grapes, mandarin oranges
\$6

The S'mores Pizza

milk chocolate, graham crackers, mini marshmallows
\$6

BEVERAGES

BOYLAN® Cane Sugar Sodas
cane cola, root beer, ginger ale, creme, black cherry, orange, grape, shirley temple.....\$2.75
SAN PELLEGRINO
panna mineral water, sparkling mineral water....\$2.75

