

Customer Analytics for Off-line Retailers

Business Plan

A new business venture targeted at bringing the Value of On-line Website Analytics to Off-line Retailers

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Rev 6.1



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Executive Summary

Overview

Retailers are shouting out for a way to better understand how consumers interact with their marketing strategies. By bringing innovative cutting edge technology to the retail sector, My Store Analytics can empower retailers with the ability of Online-Analytics for the real world shopping environment.

Problem

Retailers have a wealth of knowledge on their purchasing customers yet know little about browsers and non-purchasing visitors to their stores. Conversely their online counterparts have been able to maximise the potential of their online stores by analysing how the visitors interact with their shops.

As offline retailers embrace the information available to them in an effort to maintain a competitive edge there is a demand for knowledge on all customers and how they interact with the store environment. Many multi-outlet retailers apply a single marketing policy across all stores, yet for many reasons certain stores outperform others in terms of revenue generations. Marketing departments need to establish are their activities working effectively across all aspects of the consumer experience or Omni-channel retail stores.

The Solution

Wireless technology is everywhere. Almost every consumer has a Wi-Fi device on their person. Each of those devices continuously sends out an anonymous signal. It is with these signals that our technology uses to analyse consumer behaviour in terms of when they shop, how long they spend in store and how frequent they return.

By placing a customised Wi-Fi router or access point in a store, our cost effective technology will empower store managers with a new level of science that will continuously impact their profitability day by day, month by month. My Store Analytics receives this information and supplies the retailer with a weekly report on numerous new Key Performance Metrics and company benchmarks

Business Model

My Store Analytics has developed a simple pricing model to accommodate the variety of shop sizes and the real day to day demands of retail expenditure. The Wi-Fi routers are mains powered and have extremely large sensing radii. No wiring or infrastructural changes are required. The hardware cost, set-up costs, and maintenance have been built into the monthly fee. The analytical software follows a SaaS model. This is a reoccurring revenue model.

Market Analysis

My Store Analytics is initially focusing on the Irish and UK markets. Both markets have felt the effects of the recession and retailers are trying to offer consumers better value. To do this they are analysing their products and reducing the slow selling items and offering better value on the sought after items. Rather than increasing store numbers, retailers are optimizing existing outlets to maximise returns. My Store Analytics will target multi-outlet retailers. This reflects 110,000 retail outlets.

My Store Analytics has a Total Addressable market in excess of €10m



Competition

Looking at the global competitive landscape, there are two primary competitors, Start-up companies using similar technology and traditional methods of analysing retail businesses, which compete with My Store Analytics' value proposition. However, with our differentiators of Omni-channel analytics and guest Wi-Fi utilisation, My Store Analytics sets itself apart. The development of our retail-consumer interaction during phases 3&4 ensure that our service is allowing both parties to work together, potentially leading to higher revenue for retailers and better deals for consumers.

Market Strategy

My Store Analytics will work with a mixed marketing strategy. Our primary marketing approach will be with direct marketing to retailers. This will be achieved with a powerful demonstration of the live systems in real-time that are supported by our trained sales team. This will be further supported with clear and powerful online visual media to compliment the demonstrations of the direct approach. Finally we will ensure that our website and visual media are the first seen when key words are being searched. Using Google ads to bring our proposition first to any on-line search will be the third supporting element of our marketing strategy. Our market strategy targets our total addressable market and reflects an addressable market value of over €10m.

Product Development

We are concluding development of our first commercial product and will be installing 50 in stores throughout Ireland by March.

We have a comprehensive product road map with 3 new features being rolled out through Quarter 1 and 2 2014. These include extra features of our standard product, and extra service to sit on top of our standard product and a stand-alone product that complements our standard product.

Business Development

The value proposition and product has been validated with the existing customers. With validation and proof of market, My Store Analytics plans to grow the business through partnering with established retail providers sell legacy products such as door counters and EPOS systems.

Irish Partnership established with Detectag Retail Services for the sale of the My Store Analytics to Ireland's top multi chain distributors. My Store Analytics plans to replicate this model in both England and other European countries.

Finance

	2013 – Previous Year	2014 – Current Year	2015 – Year 1	2016 – Year 2
Revenue	2,270	190,360	585,840	1,132,320
Costs	11,632	36,492	46,395	72,479
Gross Profit	(€9,362)	<u>153,868</u>	539,445	1,059,841
Operational	52,919	162,060	521,627	942,634
Net Profit	<u>(€62,281)</u>	(8,193)	<u>15,590</u>	102,556
Sales Units	12	405	702	1,262
Employees	3	5	11	16

'You can't manage what you can't measure' Peter Drucker

Retailers analyse their business through, cash registers, stock movement and loyalty schemes. All of which only consider the 20% of visitors who buy. Offline retailers have a problem when it comes to measuring consumer visiting, browsing, and purchasing behaviours.

Unlike the online retailers, traditional offline retailers only have visibility of purchasing customers and only what they buy. Current solutions do not allow the retailer to see what the consumer was interested in but didn't buy. They cannot ask themselves:

"Is my window display effective in attracting customers inside?"

"Is my store attracting sufficient new customers?"

"If customers spend longer in-store, will sales increase?"

Online analytics, popularised by Google, have provided online retailers with a vast amount of data on the consumers who visit their websites, including where they have come from, what pages they spent time browsing and at what point they left the online store. All of this data has allowed online retailers to optimise their store to increase visitors into purchasers and ultimately increase revenue.

'Guess work does not build sustainable businesses'

This problem is heightened by the marketing challenges of multi-chain retail stores whose management are often removed from the retail environment. These retailers are seeking for the power of online analytics for their offline stores. They want to be able to understand their customers and how those consumers interact with their store. They want to be able to know how loyal their customers are, and not only if they purchase (or remember their loyalty card). They want to be able to optimise their stores with an understanding of all customers.

Consumers are dictating where and when they make purchase and retailers are trying to respond with multiple purchasing options including online, offline, mobile and social platforms. Retailers in attempting to meet new customer demands end up with multiple sales channels.

Current Solutions

My Store Analytics has identified pre-existing systems which monitor how consumers interact with a store environment. These systems are very expensive to utilize and typically are only feasible to conduct short focused studies.

Some of these systems utilize thermal energy from consumers' body heat and track this throughout the store. Others use specialized cameras to record movements. Each of these systems is only used for **7-10 days**¹ at a cost of $\mathbf{\epsilon}1000$'s while only delivering information for that single event.

Research has shown that 80% of multi-chain retails want this information. If such a solution existed to delivering continuous analytics of their consumer's behaviour to their fingertips, and it was cost effective, they would buy the product and utilise it as part of their management operations.

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¹ http://www.ipsos-retailperformance.com/OurSolutions/ShopperEngage



Market Opportunity

The Market

The Retail business intelligence global market is valued at €12.5bn with a compound annual growth rate of 16.5% and includes Omni-Channel analytics:

- Offline Analytics Processing of data to gain an understanding of customers behaviours and patterns to improve the delivery of goods and services within offline retail environments
- **Location Analytics** Understanding where customers move and marketing directly with customers when they enter certain locations.
- Online Analytics Improving efficiency of online retail spaces by understanding the browsing preference of visitors to the website.
- **Social Media Insights** Understand customers' interests to develop more effective marketing campaigns.
- Guest Wi-Fi Analytics Understanding the browsing patterns of customers using inhouse guest Wi-Fi to optimise both on and offline retail environments

My Store Analytics markets our technology in Ireland and UK through a direct sales channel and internationally through partner channels.

Total Addressable Market

My Store Analytics has identified that multi-chain retail stores whose management is centralised and also have a marketing budget are the best initial market entry point. The Irish and UK markets have been extensively looked at given their immediate value and availability.

Table 1 Total Addressable Market for Ireland and UK

Channel		No. of channels	Channel established (no. of years)	Target units (per year)	Expected installations (in 5years)	Unit Price	Monthly SaaS Income	Addressable Market per Year
Direct	Ireland / UK	1	5	150	750	€120	€90,000	€1,080,000
Partners	Ireland	1	5	200	1000	€60	€60,000	€ 20,000
Partners	UK	2	5	200	2000	€60	€120,000	€1,440,000
Partners	Portugal	1	5	200	1000	€60	€60,000	€720,000
Partners	Spain	1	4	200	800	€60	€48,000	€576,000
Partners	France	2	4	200	1600	€60	€96,000	€1,152,000
Partners	Germany	2	4	200	1600	€60	€96,000	€1,152,000
Partners	Italy	2	3	200	1200	€60	€72,000	€864,000
Partners	Eastern Europe	3	3	200	1800	€60	€108,000	€1,296,000
Partners	Scandinavia	2	2	200	800	60	€48,000	€576,000
Partners	Outside Europe	5	1	200	1000	60	€60,000	€720,000

Direct addressable market

€1,080,000

Partner Addressable market

€9,216,000

Total Addressable market

€10,296,000



Existing Customers

My Store Analytics Value proposition has been validated through the implementation of our offline analytics system with retailers across all sectors of Irish retail.

My Store Analytics is currently in stores such as Home Store and More, Cummins Sports, Euronics as a few examples of our target multi outlet customers. All stores are benefiting from the better understanding of how their consumers interact with their stores environment.

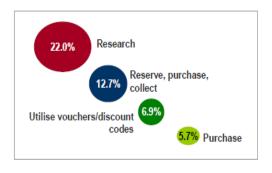




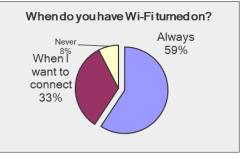
Consumer Mobile Shopping Trends

6% of consumers with their mobiles now shop with their smart devices.²

This trend has resulted from the advancement in mobile web technology. As such, interacting with consumers via mobile devices is an emerging trend.



The offline analytics needs Wi-Fi pulsing from consumer smartphones in order for the system to work. Smart phones use has been increasing steadily over the past decade with their market share well above 70% in developed countries. In a recent direct market survey, 202 of 236 (85.6%) respondents carry a smart phone, while only 30 (12.7%) carry a non-Wi-Fi enabled device. When



asked how often they turn on the Wi-Fi on their smart phone, 140 (59.3%) stated always with a further 78 (33.1%) turning Wi-Fi on when they want to connect.

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² SAS UK and Ireland



Market Trends

"In our experience, regardless of cost, Omni-channel is becoming the 'need to have' model for the retail industry. It has almost reached the tipping-point of change or fail" Phil Streatfield, Retail partner, LCP Consulting

Big data has been at the forefront of retailer investment since 2010 with many investing heavily and are reaping the rewards from a better understanding of their customers. As Ecommerce retailers continue to exhibit double digit growth, traditional offline retailers are introducing new channels, such as online stores and purchasing via mobiles and turning themselves into multichannel retailers. Multichannel retail creates more opportunities however it fragments the customer experience. Omni-channel retail aims to bring all channels together and create one experience for the customers.

55% of multichannel retailers are planning on making the transition to Omni-channel retail within the next 2 years with an investment of over 5bn³

Drivers & Barriers

Table 2. Identifying the foreseeable drivers and barriers of offline analytics adoption and market penetration.

Drivers	Barriers
Retailers hungry for valuable consumer buying patterns.	Consumer privacy with regards to their identification
 Only a small proportion of consumers need to be tracked to be statistically viable. Trend towards interacting with consumers via handheld devices 	Not all phones can be monitoredLong term contract
Revenue increases from smart marketing and product placement	
Between 3-5% revenue increase from better understanding their consumers	

Competition

Offline Analytics market is an emerging one resulting from Retail Analytics coming to the forefront of Big Data over the past 2-3 years (2010). Retailers are starting to embrace the analytical technology by implementing it into their retail operations. Resulting from this trend a number of start-up companies have been formed to provide retailers with a solution.

Our target customer reflects retailers who are embracing new technology and are striving to improve their retail space and the understanding of their consumers. Outside of our target customer group such as single shop manager/owners, they feel they have a good understanding of their customers and lack both capital and skills to make actionable decisions based on the data retail analytics provides.

³ LCP Consulting May 2013



Competitor Analysis

Competitor	Est.	Status	Offering
Euclid	2011	Significant capital with over \$23m raised	Only focusing on Analytics and Data publishing. No indication to offer any other service.
Nomi	2012	Matching visitors to	Retailer developed App through Nomi
Measures		MAC through opt-in app	SDK
Nearbuy	2011	Acquired by Retail Next	Focus on API for retailers to integrate
		Dec '13	into their own system
Swarm	2012	Connects to retailers own	Significant development by retailer to
		EPOS and CRM systems	implement
Walkbase	2009	Full suite of analytics	Restricted to own hardware and
		with heat mapping	Android devices
		through App	
Viewsy	2012	Local (UK) with great	Focusing on own hardware and pilots
		customer testimonials	in UK and Holland

Our Differentiators

My Store Analytics is focusing on addressing the Omni channel analytics requirement of retailers. As we develop our technology to facilitate retailer to consumer engagement we will focus on the guest Wi-Fi accounts rather than developing retailer specific apps.

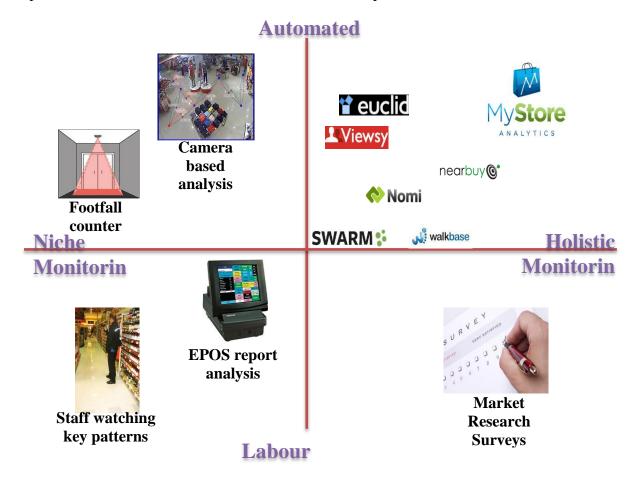
<u>My Store Analytics</u> – Irish based company founded in 2012. Looking to start internationally with first customers from Quarter 1 2014

- <u>Simple and Effective Metrics</u> Our product offers retailers the benefit of using this level of technology in a simple and focused scoring structure.
- Wi-Fi based System for increased range and propagation. Better sample size and future growth.
- Competitive pricing model as shown above with focus on working with the retailer.
- <u>Effective pricing and simple conveyance</u> of metrics ensures the technology is easily integrated with retail management reporting
- Guest Wi-Fi Focused Facilitating retailer/customer engagement without downloadable apps.



Competitive Landscape

Positioning chart of how My Store Analytics will focus its marketing and branding. Also represents how we differentiate ourselves from the competitors.



The Solution

My Store Analytics has extensively talked with retailers about:

"How important is the problem of being able to understand consumers' within a store environment." The outcome was the same each time ... "Essential".

Retail Analytics allow retailers to improve communication with their customers and segment the most valuable to maximise return. Personalization can deliver five to eight times the ROI on marketing investment and boost sales. Prioritizing high-value customers is essential to success, especially considering that it costs more to acquire new customers than to keep the best customers. My Store Analytics enables retails to do this continuously and cost effectively.

Measuring Effectiveness

Equipped with offline analytics, retailers will be able to see how consumers interact with their store and how each of their stores are performing against each other and against company benchmarks. This enable them to better understand how customers relate to their brand and what marketing activities are performing best and ultimately maximise sales opportunities.

⁴ Five Big data trends Revolutionizing Retail



By tracking anonymous wireless signals, we can develop a statistical model of how consumers continuously interact with a store environment.

How the System works

 Discrete Wi-Fi routers or access points which are simply positioned within the retail store at internet points. These Wi-Fi routers are not intrusive to the consumer or store and can be placed a store room, office or behind a till due to their robust construction.



in

- Wi-Fi enabled devices, such as smart phones transmit a pulse of data continually, containing a unique identifier called a MAC address. 18:AF:61:20:BE:DC
- Our specially configured access points record these pulses of data on our secure database.
- All the data is amalgamated and each week a report is compiled for each retailer outlining the key metrics for their stores.
 - Passersby Conversion
 - Loyalty ratio
 - New verses Returning analysis
 - Visitor Dwell time
 - Busies day by visitor and passersby

Business Model

Pricing Model

My Store Analytics has a simple pricing model.

SALE SALES PRICE

DIRECT SALES	€120/month
PARTNER LICENCE	€60/month

Revenue Model

Software-as-a-Service (SaaS) will be our primary revenue model for direct sales.

Partner sales will follow the SaaS revenue model with an initial hardware charge.

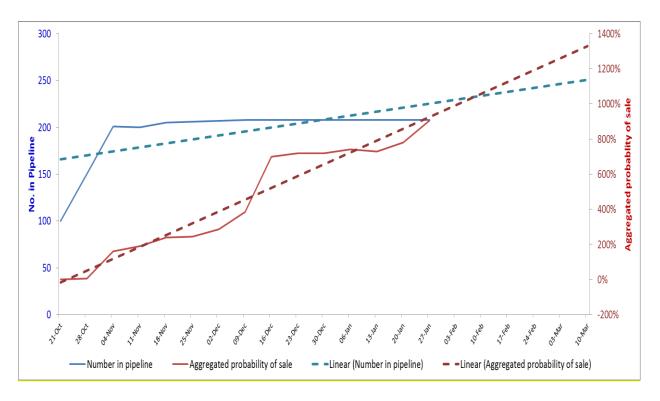


Sales Process

The total sales cycle from prospect to conversion is approximately 3 months. The flowing outlines the sales cycle timelines and probability of conversion:



Current Sales Pipeline



Scaling Strategy

My Store Analytics has directly engaged the market in Ireland and UK to develop the value proposition and validate both the market and technology.

My Store Analytics has identified and completed a licence agreement with an Irish distributor for the resale of the My Store Analytic products. The company, Detectag Retail Services current sells retail technology products and services to Ireland's top multi-outlet customers and shopping centres and has been heavily engaged in the Irish retail market for 10+ years. The opportunity to increase their revenues and differentiate them from their competitors results from them distributing My Store Analytics' technology. This pricing model follows the partner licence model above. This commercial relationship begins on February 1st with first units being installed in Meteor stores on 3rd February

This example of partnering with domestic distributors has validated the best way for My Store Analytics to scale. This relationship will see a minimum forecast of 100 unit sales be created



across Irish multi-outlet retailers in 2014 with recurring revenue increasing through the SaaS model

My Store Analytics is now looking replicate the partner model in other countries focusing on the

Partner Channel	Partner Countries	Partners Established	Partner Channel Revenue Generation
2014	Ireland	1	
	UK	2	C74 900
	Turkey	1	€74,800
	Portugal	1	
2015	Spain	1	
	France	2	€237,000
	Germany	2	
2016	Italy	2	
	Scandinavia	2	€571,000
	Eastern Europe	3	
2017	Outside Europe	5	€1,087,400

UK, Portugal and Turkey.

My Store Analytics continuous to seek other sales partner channels in the following market segments:

- Retail Technology providers
- Retail Consultancies
- Security systems providers



Marketing Strategy

Value Proposition

My Store Analytics brings the power of On-line website analytics to Off-line real world retailers. Retailers utilizing our cost effective technology can become empowered to holistically measure how effective marketing activities are performing, and which stores are outperforming companies expectations in non-financial benchmarks; does revenue monitoring truly represent real world consumer behaviour and how does this all change year on year?

My Store Analytics measures shopper behaviour in-store over time, 24/7, providing powerful data on patterns within their store that can empower retailers to make changes and improve overall effectiveness, leading to store performance optimization.

My Store Analytics is for established multi-outlet retailers who seek to understand their consumers, what they are interested in, as well as what they buy. My Store Analytics offers a non-intrusive, discrete wireless device that monitors how consumers interact with the store environment leading to a better understanding of consumer needs. Unlike current analytics systems which simply monitor purchases, My Store Analytics monitors all consumers' loyalty, dwell time and movements within the store and frequency of visit, whether they buy or not. Once a retailer understands their consumers then they can make informed decisions on product lines and store layout.

Marketing Campaign Strategy

Our key targets markets include Ireland and UK. Our target customers are multi-chain (3 stores and more) retailers.

My Store Analytics plan to continuously show real world applications and benefits of using our technology. However first we must explain how it works. There are three modes of marketing that plan to be utilized:

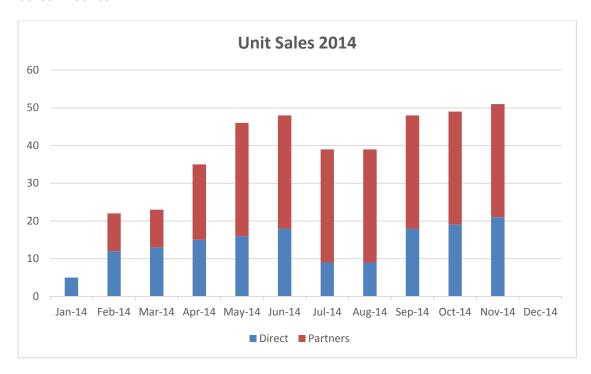
- 1. Direct Marketing with live Demonstrations:
 - a. Develop the sales team headed by a Commercial Manager
 - b. Promote service through demonstrating live systems in real time
 - c. Demo installations to illustrate effectiveness within their store
 - d. Work with the retailers to empower their marketing strategy
- 2. Powerful visual media to illustrate how it works:
 - a. Utilising online media such as Slideshare, LinkedIn, Survey monkey and GoToMeeting
 - b. Used as an introduction to My Store Analytics
 - c. Enhances the retailer's understanding of how it can work for them
- 3. Online targeted ads to track the progress and effectiveness of our marketing while ensuring that My Store Analytics is the first hit when searching for such solutions:
 - a. Primarily through LinkedIn ads and sponsored posts to catch our successful hits from direct marketing
 - b. Track our marketing efforts
 - c. Feedback into our development strategy



Key Success Factors

- Cost effective and competitive pricing model for all sizes of retailers
- Ideal location to become successful in the Irish & UK Market place
- Clear value proposition with key growth in our positioning
- Advanced technology with robust & upgradable design

Sales Metrics



Assumptions:

- Each retail customers has more than 5 stores
- Pilot of the product is only required with initial customers
- Holiday seasons such as summer and Christmas result in dips in sales
- December time requires retailer management to focus on operations not development



Product Development

Phase 1	Now	Offline Analytics	Enables Visitor patterns such as Dwell Time and Conversion	
Phase 1.1	Q1 2014	Report Automation	Enables volume report generation essential for smooth scaling of business.	
Phase 1.2	Q1 2014	Multi Device Movement flow analysis	Enables movement flow between multiple devices in shopping centres.	
Phase 1.3	Q3 2014	Online dashboard	Retailer access for deeper analysis and historical data recovery	
Phase 2	Q2 2014	Guest Wi-Fi	Allows visitors to use Wi-Fi facility while enabling retailer to monitor on-line browsing trends	
Phase 3	Q3 2014	Omni-Channel Analytics	Bringing Offline, Online, Wi-Fi browsing and Social analytics together into one report	
Phase 4	TBC	Guest Wi-Fi account access across multiple location	Enabling consumers sign in to guest Wi-Fi with same account across all device locations	
Phase 5	TBC	Two way communication	Allows communication between retail and consumer while in store and at consumers consent	

Development Milestones

Promoter/State Funded Product Development

Nov '13	-	Productise wireless device monitor and enter the market
Mar '14	-	Automate report generation and sending to scale business effectively
Jun '14	-	Make Wi-Fi access available without monitoring
Nov '14	-	Bring the offline database in sync with online analytics (Google API)
Jun '14	-	Implement retail feedback for Dashboard interface for customising report
TBC	-	Guest Wi-Fi Account access
TBC	-	Two way communication functionality

Intellectual Property

My Store Analytics is at the forefront of offline Wi-Fi analytics and is now in the process of developing the foundation upon which proprietary research will enable:

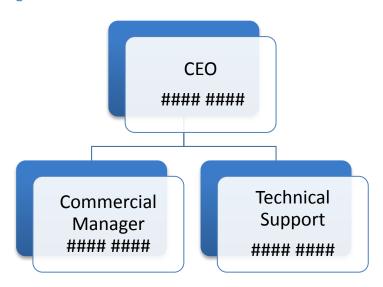
- Visitor movement Flow
- Retailer/Visitor engagement
- Smart in-store marketing communications



This will be enabled by the development of our product development team once Phase 1 has been commercialised

Management & Advisory Team

Current Organisational Chart



Promoters

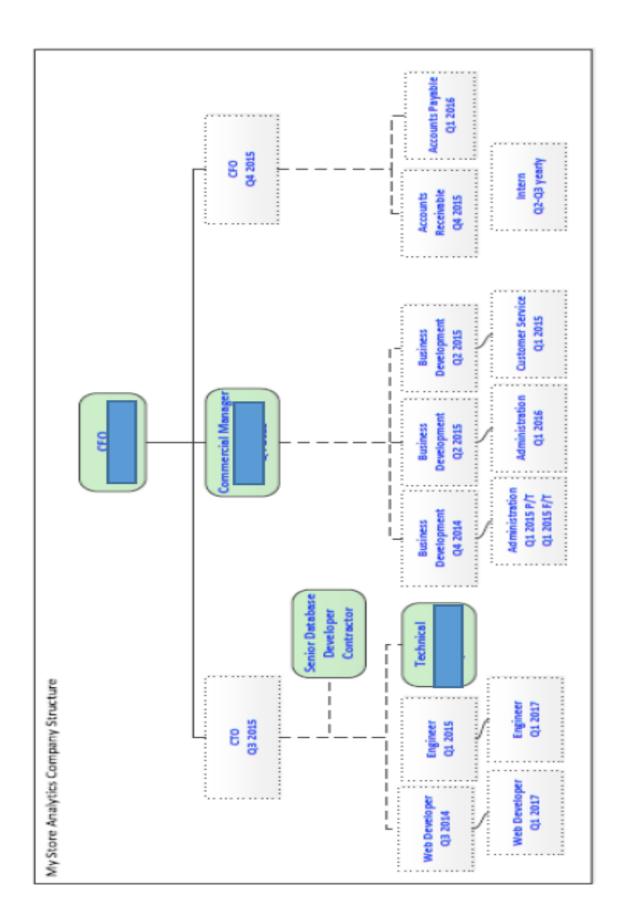
CEO/Director: ####

is co-founder and CEO of My Store Analytics. As a retailer #### was all too aware of the numerous analytical tools available on-line yet off-line there was nothing. #### developed MSA to empower retailers and facilitate them in understanding their consumers. #### is no stranger to introducing innovative products to the market. In 2009 #### successful negotiated the exclusive distribution rights for #### for Ireland and formed ####to distribute the brand to retailers. #### are a #### and from a #### and 40 years of big budget marketing. #### exited the company through a trade sale in 2013.

Sales and Marketing Manager: ####

Experienced marketing and commercial professional with a strong digital marketing focus. A proven track record of building brands, business and revenues. Organised launch of #### in the UK market. Managed the set up and strategic growth of over 30 international markets over a 7 year period in the #### market. Grew business's from zero to several million in revenue within 3 years and then beyond. Achieved turning 2 brands into the top selling brands in their category in several international markets. Managed the key relationships with big international distributors while also setting up several new international distribution arrangements from scratch.

Proposed Organisational Chart





Financials

Projections P&L Only



Summary Profit & Loss Account Projections

Rev 4.0

			Rev 4.0	
	Total 2014	Total 2015	Total 2016	Total 2017
Revenues Recognised				
Hardware	25,000	30,000	54,000	110,000
Direct SaaS	115,560	348,840	582,120	815,400
Partner SaaS	49,800	207,000	496,200	977,400
Company Income	190,360	585,840	1,132,320	1,902,800
Direct Costs				
Hardware Costs	32,400	36,960	56,160	100,960
Operational Costs	4,092	9,435	16,319	54,686
Direct Cost Wages	0	0	0	0
Total Cost of Sales	36,492	46,395	72,479	155,646
Margin Contribution from Sales	153,868	539,445	1,059,841	1,747,154
	81%	92%	94%	92%
<u>Overheads</u>				
Total Wages	97,849	323,626	613,911	706,251
Technical Research & Development	10,000	26,000	35,400	36,400
Sales & Marketing	19,441	86,443	142,812	203,535
Executive Management	10,050	24,150	41,400	41,400
General Administration	6,390	11,830	19,620	16,200
Establishment Costs	10,098	28,028	58,212	64,680
Corporate Cost	6,500	14,500	17,000	14,500
Bank Costs	620	1,560	1,560	1,560
Depreciation	1,112	5,491	12,719	15,429
Total Operational	162,060	521,627	942,634	1,099,955
Net Profit before Taxation	(8,193)	17,818	117,207	647,199
	(0)200)	3%	10%	34%
Corporation Tax	0	2,227	14,651	80,900
Retained Profits	(8,193)	15,590	102,556	566,299
Retained Earnings Forward	(63,560)	(71,753)	(56,163)	46,393
To Balance Sheet	(71,753)	(56,163)	46,393	612,693



Business Overview

My Store Analytics has developed a lean and effective team that has:

- Brought the premier product to market
- Effectively proven the value proposition and pricing model
- Attained customers who pay for the service
- Developed great relationships with customers to attain market feedback for product iterations
- Begin to evaluate the value of pipeline functionality for customers
- Develop My Store Analytics as an opportunity for success

The current burn rate of the company is €9,500 increasing to €12,500 post angel Investment.

Current monthly revenue generation is €1,250 which is 16 units.

The goal for My Store analytics is to maintain the cash burn rate and increase the monthly cumulative revenue generation by each quarter end to:

- Q1 €3,415
- Q2 €23,901
- Q3 €61,111
- Q4 €88,014

These projections are conservative and take account of the current sales pipeline and the distributor partnership