



**MyCampPlanner, L.L.C.**

***MyCampPlanner***

Simplifying camp planning and management for busy  
parents.

## **BUSINESS PLAN**

**November, 2015**

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# I. Executive Summary

## Business Overview

MyCampPlanner is an intuitive and easy to use website and app that will simplify camp planning and management for busy parents, providing information and collaboration tools to manage the planning, registration and management of vacation and after school camps for their children.

As parents of school age children, we are acutely aware of the pain-points of the current camp planning, registration and management process. There is no easy way to find camps, collaborate with other parents, register for camps and coordinate car pools. It is time-consuming, frustrating, and stressful. For many families, women often assume much of the camp planning responsibility, and spend significant time coordinating and collaborating with other mothers in their child's circle of friends. Often summer camp research can begin as early as January for camps in June through August and many popular camps sell out prior to March. There is limited time therefore to identify camps, coordinate with other parents, and reserve camps before they sell out. Registration requires the completion of online and paper forms, supplying the same information multiple times. The process adds pressure and stress for parents who already have a full schedule.

The functionality provided on MyCampPlanner will simplify the camp planning and registration process and will cut weeks of research and collaboration down to hours, saving valuable time for busy parents. The platform will include a full camp directory listing, with search functionality, for all camps in a region, along with detailed information on the camp, testimonials from other parents and campers, and online registration functionality. Parents will be able to collaborate with the parents of their children's friends, to ensure that they are signed up for camp sessions with their friends. When registering, the system will use the family profile information so that parents do not have to fill in the same information multiple times. When registered, parents will also be able to use the platform to collaborate and manage car pool rosters with other parents of children registered for a particular camp. The ability to easily arrange and join car pools will significantly reduce driving time to and from camps, resulting in less time off work for working parents, and will also result in a more environmentally friendly solution for climate-conscious families.

MyCampPlanner will charge a small fee for camp registration, similar to the model utilized by Airbnb. The primary source of revenue will come from a low transaction fee of 2 - 6% applied seamlessly at registration and calculated using a sliding scale based on the cost of the camp.

The camp business is a \$15 billion dollar industry with more than 12,000 day and resident camps in the U.S., and 11 million children and adults participating annually in these programs. Current camps offering online registration charge a fee of 2 – 6%, without providing the timesaving, value-add functionality that MyCampPlanner will provide for parents. The business model has been implemented successfully across multiple industries, including vacation home rentals, vacation travel arrangements, government licensing, permits and other online services. It is time to put this business model to work for the benefit of parents and families in the camp planning, registration and management process.

As parents, we recognize the importance of after-school enrichment programs for our children. In our mission to be a socially responsible business, we plan to allocate a portion of our profits to enable camp organizations to provide scholarships to families who need financial assistance to attend camp or after-school programs.

## About Us

MyCampPlanner, LLC, a Vermont women-owned company, was established in 2015. The company founder, Annmarie Curley, has over 20 years Information Technology experience, and has managed global teams and mission-critical complex projects across financial, healthcare, and IT consulting services sectors. MyCampPlanner is a new software platform that is currently being developed, in partnership with software architect Dr. Ciaran O'Reilly.

## Customer Needs Summary

Target Customer Need	MyCampPlanner Solution	Leading Competitor Solutions
One login and family profile for all camps across many camp organizations	✓	✗
Search and identify camps, save to favorite list	✓	✗ (can only search within each camp organization website)
Coordinate camp schedule with other parents	✓	✗
Register online without duplicate data entry/forms	✓	Partial (duplicate data entry required for each camp organization)
View camp availability and join waitlist	✓	Partial (join waitlist in some competitor products)
View family calendar and save camp details to personal calendar	✓	✗
Receive notifications/reminders of payments, key dates/events	✓	✗
Join or coordinate a car pool with other parents	✓	✗
Provide and review testimonials about camps	✓	✗
Reduce time required to plan, register and manage camps	✓	✗
Direct access to target customers in geographical region for camp organizations	✓	✗
Comparative analytical reports to benchmark camps against other camps/community needs	✓	✗

## Value Proposition

MyCampPlanner is uniquely qualified to succeed due to the following reasons:

- 1) **First to Market:** MyCampPlanner will provide functionality and services for parents that does not exist in a single platform today. Current camp websites provide functionality from a camp organizer or manager perspective and have significant gaps in the functions that parents need to manage the camp discovery, registration and management process.
- 2) **Designed for families:**
  - a) **Knowledge of customer needs:** As parents, we have direct experience with the limitations in the current camp planning process. We have vetted business requirements with other parents who are eagerly waiting on the launch of MyCampPlanner. We will continue to engage our community of parents to review prototypes and design and provide usability feedback as we design and build the app and website solution.
  - b) **Smart, intuitive, family-focused solution:** MyCampPlanner will be a simple, easy to use app and website that will leverage technology to match camps to family profile, and organize car pool and route, requiring minimal data entry for parents.
- 3) **Benefits camp organizations:**
  - a) **Direct access to target customers:** By building a solution designed for parents, we will enroll a high volume of families - the target audience for camp organizers. This will enable camp organizations to build better connections with their camper community, increasing camp enrollment, and reducing cancellations due to low enrollment.
  - b) **Access to comparative analytical reports** will allow camps to benchmark performance against similar camps to inform strategic camp planning decisions. This level of reporting is not available in current standalone systems, and will ultimately improve revenues for camp organizations.
  - c) **Integrated solution:** Camp organizers will have a custom website which will be integrated into the platform to provide a seamless experience for end-users, and will integrate into their camp management software to simplify their operational process. This will reduce the operational burden for mail marketing, financial integration, and camp management.
- 4) **Phased delivery to market:**
  - a) **Phase 1:** a downloadable app that parents can use to research and collaborate to identify camps, and manage car pool planning. This will provide tremendous value for parents, and will result in high user adoption rates, which will grow through user recommendations. This user base will then become a compelling target market for camp organizers.
  - b) **Phase 2:** MyCampPlanner.com mobile-ready website launch, which will include camp planning, registration and management functionality.
  - c) **Phase 3:** analytics and reporting functionality that will allow camp organizers to benchmark their camp performance against other camps in their area, and optimize their offerings and business model to reflect the needs of their community.
- 5) **Market penetration strategy:** The MyCampPlanner solution will be initially promoted to a small target region, to develop a symbiotic network of local/regional camps and parents to create a robust solution for that region. This approach will ensure that the region has a vibrant user base of parents and camp organizers that will then grow progressively to extend throughout that geographic area. When initial pilot regions have been successful, the platform will be rolled out to higher population towns, cities and suburban areas on a region by region basis.
- 6) **Experienced management team:** our management team has the technical and managerial background and experience to develop the MyCampPlanner software platform leveraging best practice software architecture and usability design practices, and deliver it to market in a phased implementation approach that will successfully scale as user adoption grows.

## Financial Plan

Below is an overview of our expected financial performance over the next five years:

To achieve these projections, we need to raise \$1.5 million in financing.

The revenue will come from a low transaction fee of 2 - 6% during the registration process, calculated using a sliding scale based on the cost of the camp.

Year	Phase	Expenses	Gross Revenue	Profit/Loss
Year 1	Startup	\$785,490.00	\$0.00	-\$785,490.00
Year 2	Pilot Launch and Stabilization	\$1,041,490.00	\$400,000.00	-\$641,490.00
Year 3	Full rollout in region 1	\$1,650,000.00	\$3,000,000.00	\$1,350,000.00
Year 4	Expand to additional regions	\$2,103,000.00	\$4,800,000.00	\$2,697,000.00
Year 5	Expand to additional regions	\$3,225,000.00	\$10,000,000.00	\$6,775,000.00

## II. Company Overview

Below is a snapshot of MyCampPlanner since its inception:

- Date of formation: 2015
- Legal structure: Limited liability company
- Office location: Shelburne, Vermont
- Business stage: Start-up
- Prior funding rounds were received: None
- Key partnerships were executed: Dr. Ciaran O'Reilly, Software Architect/Developer, October 2015
- Delivery approach:
  - Phase 1: Launch prototype app for Apple mobile devices in spring 2016.
  - Phase 2: Launch mobile-ready MyCampPlanner.com website, with online camp registration and car pool management functionality.
  - Phase 3: Extended camp management functionality.

### III. Industry Analysis

#### **Market Overview**

The following market statistics were published by the American Camp Association (ACA), based on their research on National Data and Statistics<sup>1</sup>:

- Industry Sales (\$): \$15 billion dollar industry (*2012 ACA Business Operations Report*).
- More than 12,000 day and resident camps exist in the U.S., 7,000 are resident (overnight) and 5,000 are day camps. (*2011 ACA Sites, Facilities, Programs Report*).
- Since 2002, the number of ACA day camps has increased by 69% and resident camps have increased by 21%. (*CRM Camp Statistics Report, June 2013*).
- Each year more than 11 million children and adults attend camp in the U.S. (*2010 ACA Camp Compensation and Benefits Report*).
- Nonprofit groups including youth agencies and religious organizations operate approximately 9,500 camps, and 2,500 are privately owned independent for-profit operators. (*2011 ACA Sites, Facilities, Programs Report*).

According to ACA research, fees to attend camp vary from less than \$100 to more than \$1,500 per week.

Within the ACA 9000+ members, 65% of camps report enrollment that stayed the same or increased within the past five years, while 12% of camps reached capacity level and 35% of camps are reportedly 90-99% full (excerpt from ACA Fall 2012 Enrollment Survey).

There is no data or statistics available for after-school camps and classes.

#### **Relevant Market Size**

Our relevant market size is the annual revenue that our company could attain if we owned 100% market share.

Our relevant market size is calculated as follows:

1. Number of customers who might be interested in purchasing our products and/or services each year: 11 million + (number of children that attend camp).
2. Amount these customers might be willing to spend, on an annual basis, on our products and/or services: 2% - 6% of cost of camp.
3. Our relevant market size: Based on a conservative estimate of \$200 per camp per attendee, with fees ranging from 2 – 6%, the conservative market size ranges from \$44,000,000 to \$132,000,000.

As the analysis shows, our relevant market is large enough for our company to enjoy considerable success.

#### **Current Market Challenge**

The current camp planning, registration and management process is time-consuming, frustrating, and stressful for parents. There is no one solution that currently provides information on all camps in a given town or area. Parents have to spend time searching for camps through internet searches, local newspapers, recommendations/word of mouth from friends, and local camp

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<sup>1</sup> <http://www.acacamps.org/media/aca-facts-trends>

expositions that are typically held in the winter months. Early registration begins in the fall of the prior year for popular camps. Often parents begin their research as early as January for camps in June through August. Many popular camps sell out prior to March. There is limited time therefore to identify camps, coordinate with other parents, and reserve camps before they sell out. Registration requires the completion of online and paper forms, supplying the same information multiple times. This adds pressure and stress for parents who already have a full schedule. Many dual-income families have added pressure in that they cannot afford to miss the opportunity for their children's favorite camps, or have a camp cancelled at the last minute as this means an unplanned week off work.

Kids like to spend time with their friends after school and during school vacation. Many children are signed up for camps back to back for the full summer school vacation period. Few children have weeks off/spend time at home with stay at home parents. Therefore to have a child spend time with their friends over the summer, they ideally have to be signed up for camps together. This then means that parents need to solicit input from their child's friends' parents with respect to camps that they are attending and collaborate to figure out what camp they could do together, and confirm the dates. This typically requires multiple phone calls, emails and text messages to several parents, who may resort to sharing information via Google Docs to collaborate on camps, dates and sessions.

Registration for camps is another pain-point for parents. Many camps do not provide online registration and require parents to complete paper forms. For the camps that do have websites with online registration, parents have to have unique logins and have to enter their child's profile information for each camp, even if the same underlying software is used for each camp website. Parents have to enter the same family and child information multiple times, and often have to download and complete custom medical and liability waiver forms for each camp.

When the registration process is complete, the next step in the process is often to try to coordinate a car pool for families that are in the same area. This often requires multiple text messages, emails and phone calls to create schedules on paper, or through Microsoft Word or Excel, or Google Docs. All in all, the process requires much more time and effort than parents have available to dedicate to it.

## **IV. Customer Analysis**

Below is a description of who our target customers are, and their core needs:

- Primary users are families with elementary-middle school age children, aged 4 - 12, attending Kindergarten through 6th Grade, and could include 7-8 grade middle school students, attending:
  - Summer/vacation camps (day and overnight)
  - After school activities, sports, other camps
- Secondary users will be camp organizations and managers:
  - Municipal Recreation Departments who run camps for their population
  - Independent camp organizers/managers

### ***Target Customers***

Below is a profile of our primary target customers:

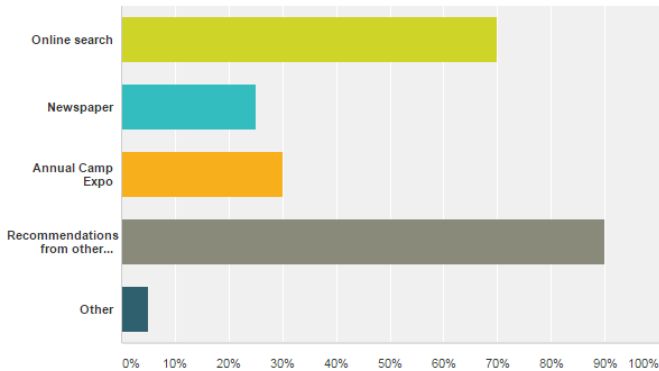
- Parents with elementary-middle school age children, ages 4 through 14.
- Families with both parents working (60% of the 24 million families in U.S. today).

The following feedback was provided by a small sampling of parents in our local community:



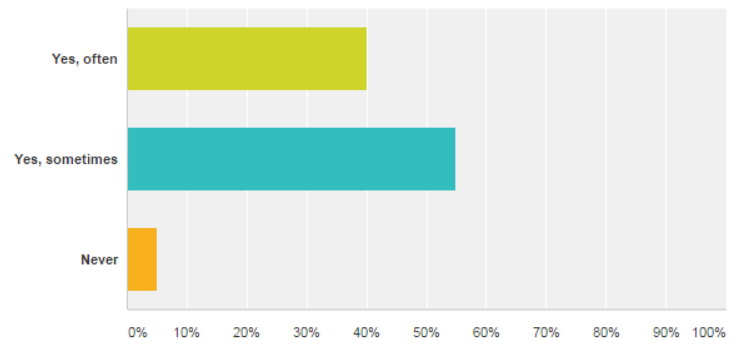
### How do you typically research and pick camps? Please check all that apply:

Answered: 20 Skipped: 0



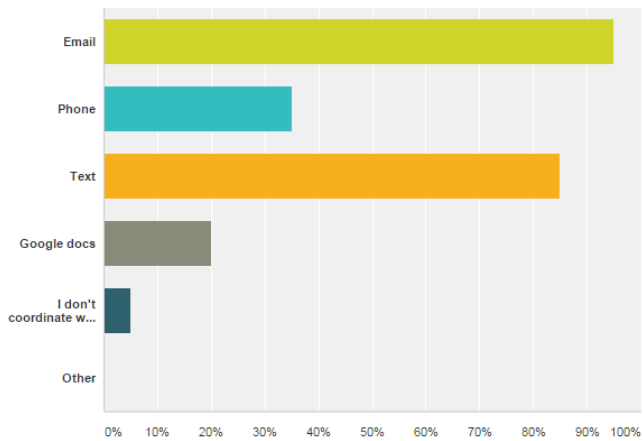
### Do you co-ordinate with your child's friend's parents to plan for your kids to go to camp together?

Answered: 20 Skipped: 0



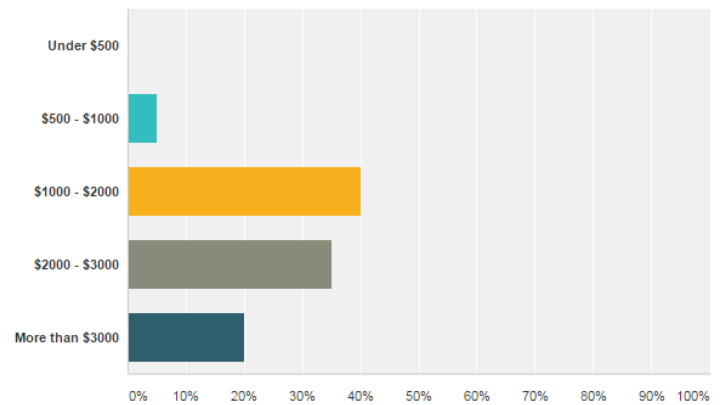
### What tools do you use for to coordinate with other parents? Check all that apply:

Answered: 20 Skipped: 0



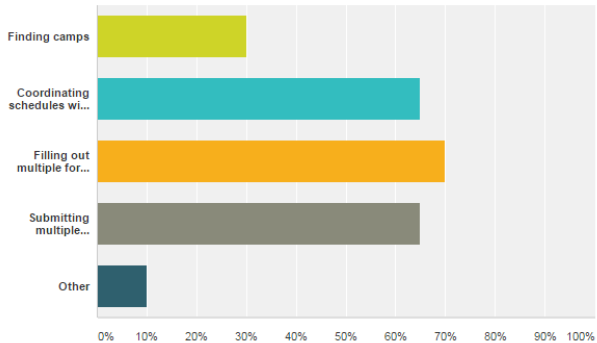
### What is your average budget for camps per year?

Answered: 20 Skipped: 0



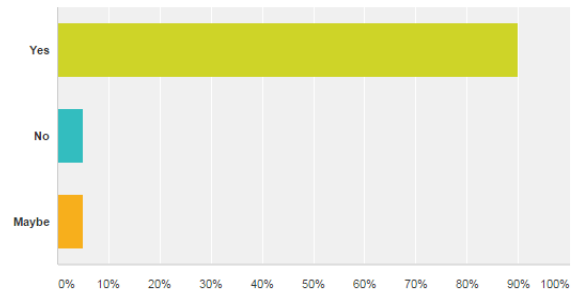
### What do you find most challenging/what takes the most time for you? Please check all that apply:

Answered: 20 Skipped: 0

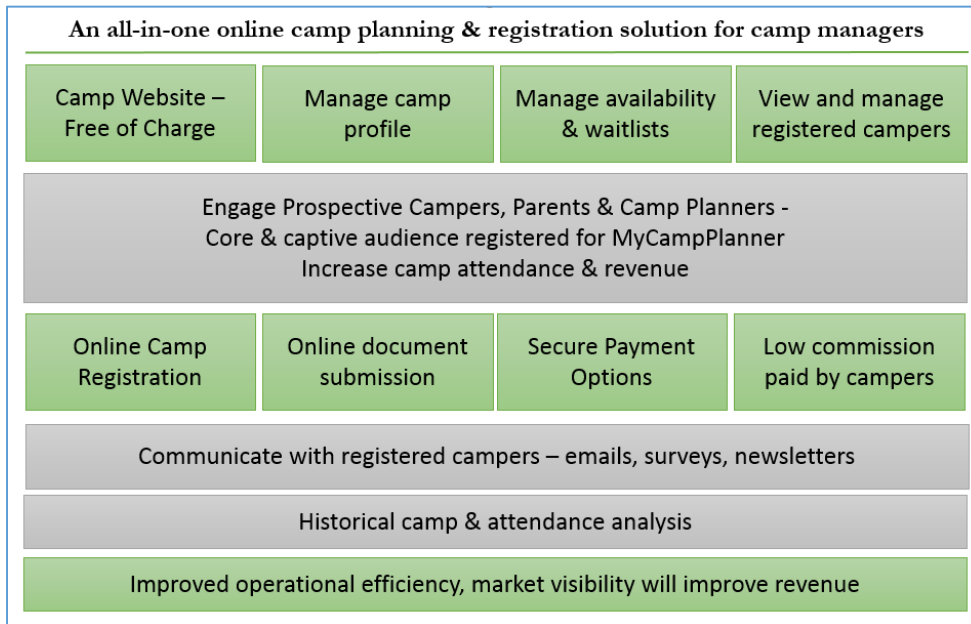
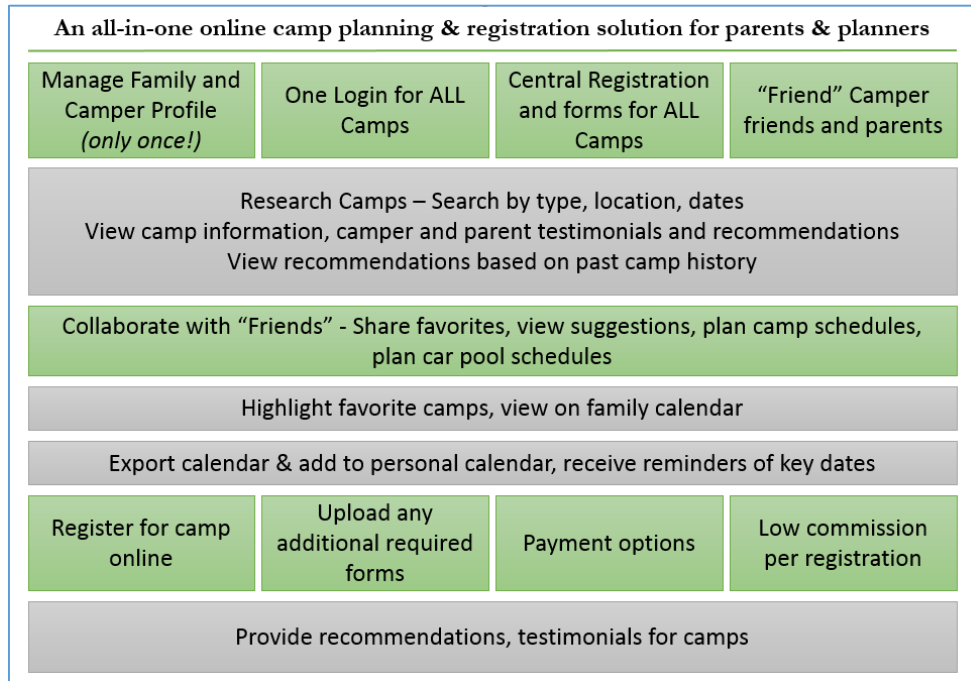


### If there was a website that had a full Vermont camp directory, where you could search for and register for camps, read recommendations and coordinate schedules with your kids friends parents, (similar to AirB&B), would you use it?

Answered: 20 Skipped: 0



## Customer Needs Summary – Functional Overview



## V. Competitive Analysis

MyCampPlanner competitors can be classified into two categories:

1. Websites and other media that provide a list of camps.
2. Businesses that specialize in camp registration and management, offering a website and online registration/payment processing and reporting solution for camp organizations.

Our gap analysis identified significant gaps in websites and other media that provide directory listings of camps. Most of these sources do not list all of the camps for their target region, and many only list the name, address and website for the camp in a directory style listing. The search functionality on these websites is basic. For the purposes of this competitive analysis, we have eliminated these sources from our evaluation. We anticipate that the MyCampPlanner camp search function will offer significant functionality over these solutions and will ultimately become a reference point for these sources.

The businesses in the second category share a common business model. They produce standalone websites and market to camp organizers. The camp websites connect to a payment engine for online registration and payment processing. From an end-user perspective, the customer must register for each camp site separately, enter their family profile information multiple times, and complete/upload forms for each camp, even though the camp is using the same platform as other camps.

### MyCampPlanner vs. Competitor Products:

Target Customer Need	MyCampPlanner Solution	MyOnline Camp	ActiveCamps .com	CampBrain. com
One login and family profile for all camps across many organizations	✓	✗	✗	✗
Search and identify camps, save to favorite list	✓	Partial – search within camp org	✗	✗
Coordinate camp schedule with other parents	✓	✗	✗	✗
Register online without duplicate data entry/forms	✓	Can register/pay online; enter data separately for each camp	Can register/pay online; enter data separately for each camp	Can register/pay online; enter data separately for each camp
View camp availability and join waitlist	✓	✗	✓ join waitlist	✗
View family calendar and save camp details to personal calendar	✓	✗	✗	✗
Receive notifications/reminders of payments, key dates/events	✓	✗	✗	✗
Join or coordinate a car pool with other parents	✓	✗	✗	✗
Provide and review testimonials about camps	✓	✗	✗	✗
Reduce time required to plan, register and manage camps	✓	✗	✗	✗

## ***Direct Competitors***

### **Direct Competitor #1: MyOnlineCamp**

- Products/services offered: My Online Camp was founded in April 2006 with the goal of helping coaches and camp operators promote and manage camps more successfully. Provides camp management, marketing and registration services for college camps, athletic depts., and independent camps in exchange for a nominal processing fee. My Online Camp provides camp marketing, online registration, and management tools to 1,700 athletic programs who host more than 9,000 events nationwide.
- Price points: The My Online Camp processing fee applied per registration can either be passed on to the camper during registration, or absorbed in the cost of the camp. Fee is estimated to be in the 5-6% range.
- Location(s): Iowa.
- Customer segments/geographies served: United States.
- Competitor's key strengths: Functionality for camp managers and organizers includes:
  - Online Camp Registration with customized forms and payment processing
  - Camp Websites & Marketing, with customer support
  - Downloadable attendee email address lists, export registration information, and reports for managers.
  - Donations & fundraising.
- Competitor's key weaknesses:
  - Each camp organization has own website so all functions are related to that one organization's camps only.
  - Fee is applied to target customer when registering for camp however value/benefit to customer is simply the ability to pay online individually for each camp. MyCampPlanner will offer significant value to the target customer while charging a similar or lower fee.
  - Target user base is camp managers and organizers.

### **Direct Competitor #2: ActiveCamps.com**

- Products/services offered: ACTIVE's Camp Manager is an all-in-one online registration, camp management and marketing software solution.
- Price points: Fee charged to customers is estimated to be in the 1-2% range.
- Location(s): Texas.
- Customer segments/geographies served: United States.
- Competitor's key strengths:
  - Camp Registration, Management, Marketing and Communications Functions for Camp Managers.
  - Online Camp Registration Forms and websites.
  - Offer different pricing options, including discounts, promotions, and the ability to charge for extras like merchandise, special activities, meals, and transportation.
  - Let customers register multiple people for multiple camp sessions for one organization.
  - Manages 1 million + registrations annually for 2,500 + organizations.
- Competitor's key weaknesses:
  - Each camp organization has own website so all functions are related to that one organization's camps only.
  - Fee is applied to target customer when registering for camp however value/benefit to customer is simply the ability to pay online individually for each camp. MyCampPlanner will offer significant value to the target customer while charging a similar or lower fee.
  - Target user base is camp managers and organizers.

### Direct Competitor #3: CampBrain.com

- Products/services offered: Camp software and online registration.
- Price points: Annual subscription fee paid for by Camp, not by registrations.
- Location(s): Canada.
- Customer segments/geographies served: US and Canada.
- Competitor's key strengths:
  - Registration - unlimited camps, sessions and options
  - Full capacity management, including reserving spots for manual registrations
  - Parents only see forms they need to complete based on camps/sessions they chose.
  - Payment Processing - Use camp's own credit card merchant account to get lowest rate and have funds deposited directly to your bank account daily. Use e-checks to reduce processing costs.
- Competitor's key weaknesses:
  - Each camp organization has own website so all functions are related to that one organization's camps only.
  - Target user base is camp managers and organizers.

### Competitive Advantages

MyCampPlanner is positioned to disrupt competition for the following reasons:

1. **Products and/or Services:** MyCampPlanner will be superior to our competitors because it will be designed and developed from the perspective of the end user, busy families and parents, who require a robust camp discovery, planning, collaboration and management solution.
2. **Human Resources:** Our management team has significant industry experience, including over 40 combined years' experience designing, developing and managing software solutions across financial, healthcare, government and other sectors.
3. **Technical Platform:** We will leverage our technical expertise to develop a platform that leverages readily available free or low cost components that will be integrated to provide a seamless solution that will scale to grow with the business.
4. **Intellectual Property (IP):** We plan to develop Intellectual Property that gives us an advantage over our competitors. Our IP will include a lightweight collaboration platform that will provide communication and collaboration functionality to allow target customers, such as families, coordinate and manage activities such as camp planning and management, or coordination of eldercare support and assistance, for example.
5. **Customers:** Our customer focus is on parents and families, the end-user. Our competitors focus on camp managers as individual organizations. Our centralized platform approach will yield greater benefits for camp managers through improved access to their customers, and access to data and analytics which will enhance their understanding of community needs.
6. **Marketing Penetration Strategy:** We will launch a free app for parents and families which will provide significant benefit and will accelerate user adoption. This in turn, will provide a robust user base for the MyCampPlanner website launch, and the number of active family users will be compelling for camp organizations, as it will greatly assist their camp promotion efforts.

## VI. Marketing Plan

Our marketing plan, included below, details our products, pricing and promotions plans.

## ***Products, Services & Pricing***

### **Product/Service #1 Name: MyCampPlanner app for Apple/Android devices**

- Product/Service description/features: camp search, planning, collaboration and car pool management
- Product/Service benefits: provides functionality to help families, while creating a user base prior to the website launch.
- Product/Service price: free

### **Product/Service #2 Name: [MyCampPlanner.com](http://MyCampPlanner.com) website**

- Product/Service description/features: camp search, planning, collaboration, registration and car pool management
- Product/Service benefits: provides functionality to assist families with camp planning, registration and management. User base will provide target customers for camp organizers, and offer websites and basic camp management for organizers.
- Product/Service price: camp website will be provided free of charge. A fee of 2 – 6% will be charged during camper registration, and will be calculated on a sliding scale based on the cost of the camp. We capture revenue at the exact time of camp registration payment and it will be seamless, reducing any purchase decision needs.

## ***Marketing Strategy***

MyCampPlanner will be launched in multiple phases. The initial phase will include the launch of a free app for mobile devices. We will promote the free download and use of this app to provide functionality for parents, and this will create a compelling user base of customers for camp managers. We will begin marketing to camp managers to sign up camp organizations for the selected pilot region in the second half of our startup year, so that there is a critical mass of camp organizations and parents from the selected pilot region using the system during the Winter-Spring camp planning season at the start of Year 2.

MyCampPlanner marketing plan will involve:

- Online Marketing/Email Marketing: to select parents and families in pilot region initially.
- Newspaper/Magazine/Journal ads: in local newspapers in pilot region initially.
- Partnerships/Joint Ventures: in Phase 2 we will look to create partnerships with key competitor solutions that are leading in the provision of camp manager software.
- Press Releases/PR: we will issue joint PR with camps as they sign up.
- Trade Shows: we will attend Camp expos/trade shows to market the app and website.
- Word of Mouth / Viral Marketing: we anticipate that parents and family users will send links to their friends due to the intuitive and easy to use collaboration functionality.

## **VII. Operations Plan**

Our Operations Plan details:

- 1) The key day-to-day processes that our business performs to serve our customers.
- 2) The key business milestones that our company expects to accomplish as we grow.

### ***Key Operational Processes***

The key day-to-day processes that our business performs to serve our customers are as follows:

- **Product Development:** Our software development team will employ agile methodology best practices in the design, development and implementation of solution functionality and enhancements.
- **Sales and Marketing:** We will work with Sales and Marketing consultants beginning late Year 1 to line up pilot camps for Year 2. We will extend this team as required through Year 2 to meet sales objectives for each subsequent year.
- **Finance and Accounting/Payroll:** We anticipate that we will work with financial/accounting and payroll consultants for all financial services in the first several years.
- **Customer Service:** We will add customer support resources to our team in late Year 1. These resources will be our customer ambassadors, addressing questions and providing help to end users and camp managers. In addition, they will assist with Quality Assurance as their customer focus will be invaluable in this area.
- **Human Resources:** We anticipate using HR consultants if needed during the initial several years. Our team has experience hiring and managing employees, and will leverage best practices to run this function effectively for our employees.
- **Legal:** We will hire external consultants for legal assistance.

## Milestones

Goals and timelines for year one are outlined below:

Milestone Target Date	Accomplishment	Goal/Objective
February 2016	Prototype app for Apple devices with camp discovery, collaboration functions	Solve problems for busy parents with real functionality. Real life users test drive search/discovery and collaboration software design; Build user base following for subsequent phases.
February 2016	Camp directory website for Vermont camps with key word/category and location search functionality	Provide a local directory for parents to search during camp planning; Build user base following for subsequent phases.
May 2016	Enhancement of app to include car pool management functionality.	Provide parents with a tool to manage car pools to continue to build usage and momentum for app, and grow customer base.
Q3 2016	App for Android devices with camp discovery, collaboration and car pool management functionality.	Extend functionality to increase customer base.
Q3 2016	MyCampPlanner website for Vermont camps with camp directory, family profile management, collaboration, and registration functionality	Formal launch of website with full baseline functionality that will allow parents to search/plan and collaborate with other parents. Foundation platform to begin implementation of camp organization websites.
Q4 2016	50 local camp organizations signed up on the MyCampPlanner platform, with dedicated websites, and ability for families to register for camps for 2017 season.	Pilot website with local camp organizations to allow parents to register directly for camps in the pilot region. Continue to expand number of camps and family customer base.

### III. Management Team

Our management team has the experience and expertise to successfully execute on our business plan. Our management team is:

- **Name: Annmarie Curley**
  - **Title:** President
  - **Key Functional Areas Covered:** Project management, organizational oversight, business analysis, quality assurance, operational management, customer acquisition
  - **Past positions, successes and/or unique qualities:** Annmarie Curley, is a PMP-certified<sup>2</sup> senior project management consultant with 20 years Information Technology experience. She has over 14 years' experience managing global teams and multi-million dollar mission-critical complex projects across financial, healthcare, and IT consulting services sectors. As a Computer Science graduate, with hands-on experience of the full software development life-cycle, Annmarie promotes smart and effective use of project management and software life-cycle methodologies and tools to ensure best practice project execution and continuous process improvement.
  - **Educational background:**
    - BSc. In Applied Computing, University of Ulster, Ireland, 1994.
    - National Diploma in Computing, Regional Technical College Dundalk, Ireland, 1992.
- **Name: Dr. Ciaran O'Reilly**
  - **Title:** Chief Technical Officer/Software Architect
  - **Key Functional Areas Covered:** Software architecture, platform design and architecture
  - **Past positions, successes and/or unique qualities:** Dr. Ciaran O'Reilly, is a Senior Computer Scientist in the Artificial Intelligence Center at SRI, since 2007. His most recent work has been in developing the Probabilistic Reasoning as Symbolic Evaluation library (<https://github.com/aic-sri-international/aic-praise>) as part of the PPAML project. In addition, he has been actively involved in providing reference implementations of AI algorithms (<https://github.com/aima-java/aima-java>) to the community at large. Prior to joining SRI he had worked in industry for 11 years developing a variety of software frameworks and applications using a wide range of technologies.
  - **Educational background:**
    - PhD. Software Engineering, University of Ulster, Northern Ireland, 2005.
    - Graduate Certificate in Artificial Intelligence, Stanford University, CA, 2012.
    - Masters in Telecommunications and Distributed Systems, University of Ulster, Northern Ireland, 2002.
    - National Diploma in Computing, Regional Technical College Dundalk, Ireland, 1992.

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<sup>2</sup> Project Management Professional (PMP) certification from the Project Management Institute



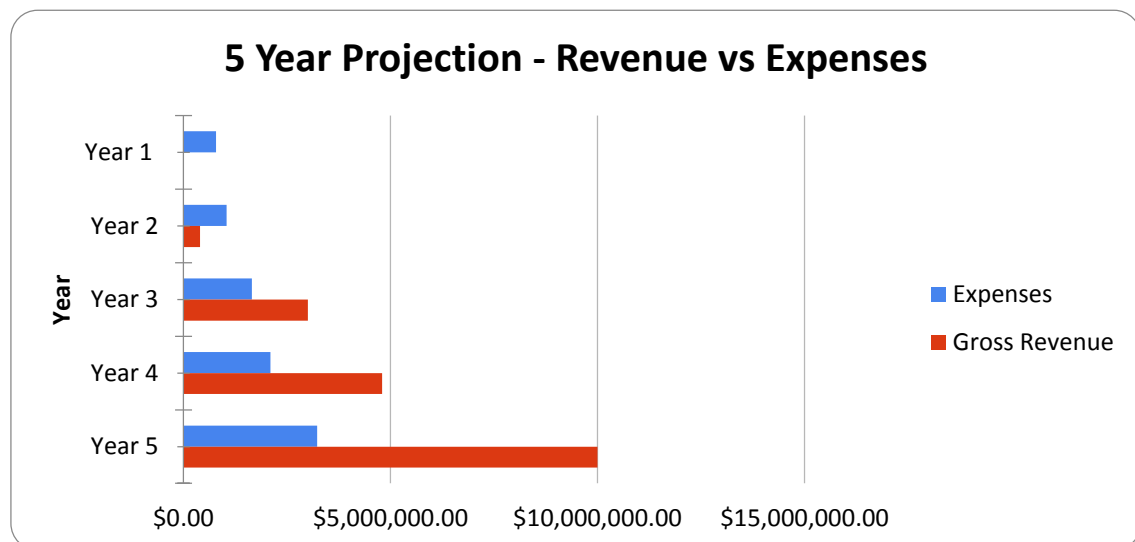
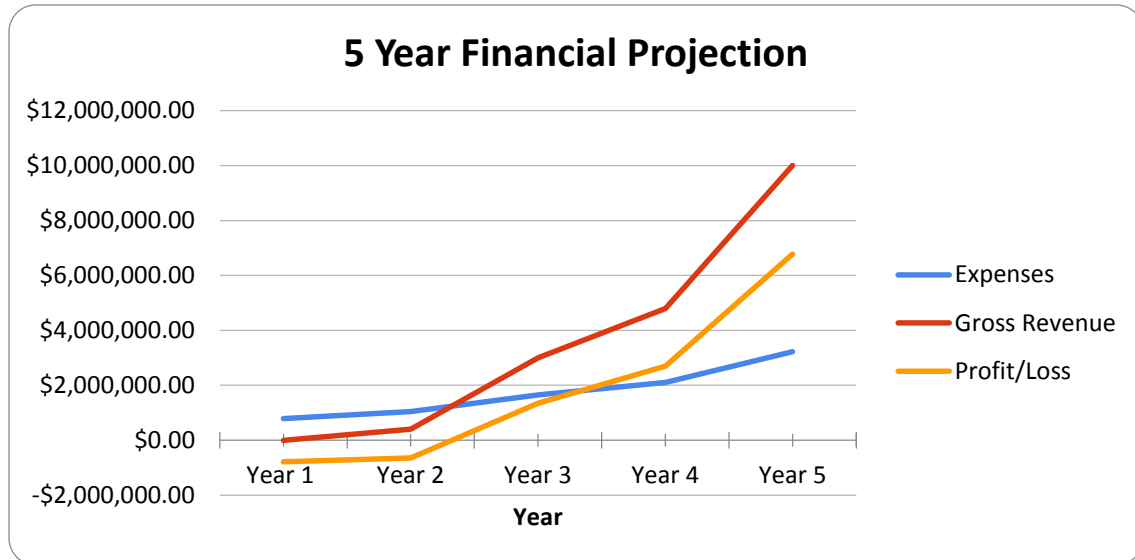
## IX. Financial Plan

### Revenue Model

MyCampPlanner will generate revenues via collection of a 2 – 6% of the camp registration fee taken when parents are registering for camps, which will be calculated on a sliding scale based on the cost of the camp.

### Financial Highlights

Below please find an overview of our financial projections.



### ***Revenue Projection***

The revenue shown above is based on the following projections, which are based on the conservative assumption that there is approx. 400 registrations for each camp organization – which would be equivalent to 50 campers per week over an 8 week period:

	Number of Camp Organizations	Number of Registrations	Average Cost of Camp	% Fee based on Camp Cost	Revenue
Year 2 - Pilot	100	40000	\$200.00	5.00%	\$400,000.00
Year 3	750	300000	\$200.00	5.00%	\$3,000,000.00
Year 4	1200	480000	\$200.00	5.00%	\$4,800,000.00
Year 5	2500	1000000	\$200.00	5.00%	\$10,000,000.00

### ***Funding Requirements/Use of Funds***

To successfully execute on our business plan, we require \$1.5 million in funding.

The primary uses of this funding include startup costs to cover year 1 and 2 as outlined in the following 5 year expense profile table below:

## 5 Year Expense Profile

Year	Phase	Expenses	Cost Estimate	# Resources	Total Annual Cost	Total Annual Expenses
Year 1	Startup	Resources:				
		PM/analyst/business lead	\$160,000.00	1	\$160,000.00	
		Senior developer/team lead/app developer	\$160,000.00	2	\$320,000.00	
		App & UI developer, Core developers (offshore)	\$60,000.00	2	\$120,000.00	
		QA Analyst (offshore)	\$51,480.00	0.5	\$25,740.00	
		Website designer/builders (offshore)	\$60,000.00	0.25	\$15,000.00	
		Sales/Marketing	\$75,000	0.25	\$18,750	
		Creative Design Consultant			\$40,000	
		Office Space			\$12,000	
		Security/Penetration Testing			\$20,000	
		Hardware/Equipment			\$6,000	
		Software and Licenses			\$10,000	
		Infrastructure/Hosting (Paas)			\$3,000	
		Payroll/Accountants/Consultants/Legal			\$25,000	
		Advertising/Promotion/Marketing			\$10,000	\$785,490.00
Year 2	Pilot Launch and Stabilization	Resources:				
		PM/analyst/business lead	\$160,000.00	1	\$160,000.00	
		Senior developer/team lead/app developer	\$160,000.00	2	\$320,000.00	
		App & UI developer, Core developers (offshore)	\$60,000.00	1.5	\$90,000.00	
		Integrations/Website designer/builders (offshore)	\$60,000.00	2	\$120,000.00	
		QA Analyst (offshore)	\$51,480.00	0.5	\$25,740.00	
		Sales/Marketing	\$75,000	1	\$75,000	
		Operations/Customer Support/QA	\$75,000	1.25	\$93,750	
		Creative Design Consultant			\$10,000	
		Office Space			\$12,000	
		Software and Licenses			\$10,000	
		Hardware/Equipment			\$5,000	
		Infrastructure/Hosting (Paas)			\$5,000	
		Payroll/Accountants/Consultants/Legal			\$10,000	
		Advertising/Promotion/Marketing			\$25,000	
		Credit card processing fees (1% of total transaction)			\$80,000.00	\$1,041,490.00
Year 3	Full rollout in Region 1	Resources:				
		PM/analyst/business lead	\$160,000.00	1	\$160,000.00	
		Senior developer/team lead/app developer	\$160,000.00	2	\$320,000.00	
		App & UI developer, Core developers (offshore)	\$60,000.00	1	\$60,000.00	
		Integrations/Website designer/builders (offshore)	\$60,000.00	2	\$120,000.00	
		Sales/Marketing	\$75,000	2	\$150,000	

		Operations/Customer Support	\$75,000	2	\$150,000	
		Office Space			\$14,000	
		Software and Licenses			\$10,000	
		Hardware/Equipment			\$10,000	
		Infrastructure/Hosting (Paas)			\$6,000	
		Payroll/Accountants/Consultants/Legal			\$10,000	
		Advertising/Promotion/Marketing			\$40,000	
		Credit card processing fees (0.75% of total transaction)			\$600,000.00	<b>\$1,650,000.00</b>
<b>Year 4</b>	<b>Expand to additional regions</b>	Resources:				
		PM/analyst/business lead	\$160,000.00	1	\$160,000.00	
		Senior developer/team lead/app developer	\$160,000.00	2	\$320,000.00	
		App & UI developer, Core developers (offshore)	\$60,000.00	1	\$60,000.00	
		Integrations/Website designer/builders (offshore)	\$60,000.00	2	\$120,000.00	
		Sales/Marketing	\$75,000	2	\$150,000	
		Operations/Customer Support	\$75,000	3	\$225,000	
		Office Space			\$20,000	
		Software and Licenses			\$10,000	
		Hardware/Equipment			\$10,000	
		Infrastructure/Hosting (Paas)			\$8,000	
		Payroll/Accountants/Consultants/Legal			\$10,000	
		Advertising/Promotion/Marketing			\$50,000	
		Credit card processing fees (0.75% of total transaction)			\$960,000.00	<b>\$2,103,000.00</b>
<b>Year 5</b>	<b>Expand to additional regions</b>	Resources:				
		PM/analyst/business lead	\$160,000.00	1	\$160,000.00	
		Senior developer/team lead/app developer	\$160,000.00	2	\$320,000.00	
		App & UI developer, Core developers (offshore)	\$60,000.00	1	\$60,000.00	
		Integrations/Website designer/builders (offshore)	\$60,000.00	2	\$120,000.00	
		Sales/Marketing	\$75,000	2	\$150,000	
		Operations/Customer Support	\$75,000	4	\$300,000	
		Office Space			\$25,000	
		Hardware/Equipment			\$10,000	
		Software and Licenses			\$10,000	
		Infrastructure/Hosting (Paas)			\$10,000	
		Payroll/Accountants/Consultants/Legal			\$10,000	
		Advertising/Promotion/Marketing			\$50,000	
		Credit card processing fees (0.6% of total transaction)			\$2,000,000.00	<b>\$3,225,000.00</b>