



# **Fresh Family LLC. REPORT**

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Dear Fresh Family,

We are pleased to submit the Business Analysis & Strategic Expansion Plan for Fresh Family LLC. This report aims to provide valuable insights and recommendations to support Fresh Family's transition toward a more diversified business model. By reducing dependence on government contracts and exploring private-sector opportunities, this report outlines strategies that can drive sustainable growth and long-term success.

The report is divided into the following key sections:

1. Company Overview: A summary of Fresh Family's history, mission, and achievements.
2. Internal Company Analysis: An examination of Fresh Family's strengths, weaknesses, opportunities, and threats.
3. Industry Analysis: An overview of the current state of the hazardous waste removal, construction, and demolition industries, and the market trend
4. Strategic Recommendations: Practical steps to diversify revenue sources and enhance digital marketing efforts.
5. Expected Impacts: The anticipated outcomes of the proposed strategies.

Each section presents an in-depth analysis of the current market position of Fresh Family LLC, the challenges it faces, and actionable steps to strengthen its competitive standing.

Please feel free to contact us if you have any questions or require further clarification. We look forward to your feedback and to supporting Fresh Family in its continued growth.

Sincerely,

Team Fresh Family

Ryan Kilkenny, Beatrice Raugei, Jester Shum, Vincent Wu, Ellie Yu

# TABLE OF CONTENTS

<b>01</b>	Executive Summary
<b>02</b>	1. Introduction
<b>02</b>	1.1 Introduction of Fresh Family
<b>03</b>	1.2 Fresh Family's Business Challenges
<b>04</b>	1.3 Project Overview
<b>05</b>	2. Industrial Positioning
<b>05</b>	2.1 External Analysis
<b>07</b>	2.2 Internal Analysis
<b>15</b>	3. Target Persona
<b>15</b>	4. Strategic Recommendations: Strategies & Rational Approach
<b>16</b>	4.1 Targeting Residential Property Manager Firms
<b>19</b>	4.2 Digital Marketing Tools: Facebook
<b>21</b>	4.3 Implementing a CRM System
<b>24</b>	4.4 Strategic Financial Recommendation
<b>26</b>	5. Implementation Timeline
<b>27</b>	6. Expected Impacts
<b>29</b>	References
<b>32</b>	Appendix



## **EXECUTIVE SUMMARY**

Fresh Family LLC is a minority-owned, family-operated business specializing in hazardous waste removal, construction, and demolition services. Since its founding in 2021, Fresh Family has built a strong reputation for its commitment to sustainability, workforce development, and community engagement. The company has been successful in local government contracting, earning accolades for its services, including the Best of the Year Award in Kent for three consecutive years. However, recent disruptions in government contracts have highlighted the need for diversification to reduce dependency on public-sector funding.

This report recommends a three-pronged strategy to enhance Fresh Family's growth and sustainability. First, it is suggested that Fresh Family expand its market appeal by diversifying into the private sector, targeting property management companies and large corporations that require specialized services. The second solution is to enhance Fresh Family's digital presence and implement a B2B marketing strategy to increase visibility, improve client outreach, and build stronger relationships with private-sector clients. Finally, operational improvements through the adoption of project management tools and automation will enhance efficiency and support the company's expanded client base.

These strategies will help Fresh Family address key challenges such as financial volatility from government contract dependency, a limited online presence, and inefficient internal processes. By expanding its revenue streams, improving brand recognition, and investing in technology, Fresh Family is positioned to secure long-term growth and market resilience, reducing risks and increasing financial stability.

This approach is expected to lead to an increase in market share, improve operational performance, and ensure Fresh Family's continued success in both public and private sectors.



# 1. INTRODUCTION

## **1.1 INTRODUCTION OF FRESH FAMILY**



**Fresh Family LLC** is a minority-owned, family-run business specializing in hazardous waste removal, construction, and demolition. Founded in 2021 by Debbie Wilson and her son Ron Jones, the company is committed to serving its community by providing living wages to employees and maintaining strong sustainability practices. Over the past few years, Fresh Family has established itself as a trusted service provider, particularly within local government contracting. Its work has been recognized for its impact, notably becoming the first Black woman-owned contractor company to win the **Best of the Year Award in Kent** for 3 consecutive years. This recognition has reinforced the company's reputation as a trusted and valuable service provider within the community.

Fresh Family's commitment to workforce development and sustainability has also been demonstrated through its participation in the King County Living Wage Program. Due to its success, the company was awarded a \$250,000 grant from the King County Living Wage Program to develop a 12-week cohort that equips participants with the necessary certifications for careers in construction. This initiative is designed to provide participants with the necessary training and certifications to pursue careers in construction, ultimately fostering economic growth and workforce development within the local community.



# 1. INTRODUCTION

## **1.1 INTRODUCTION OF FRESH FAMILY CONTINUED**

Through this program, Fresh Family aims to not only support individuals seeking career advancement but also contribute to the long-term sustainability of the construction industry by equipping workers with essential skills, which Fresh Family is playing a vital role in strengthening the long-term sustainability of the construction industry, addressing labor shortages, and providing career pathways for individuals seeking advancement in trade professions.

## **1.2 FRESH FAMILY'S BUSINESS CHALLENGES**

While Fresh Family's growth and achievements are commendable, Fresh Family is currently facing a significant challenge that threatens its financial and workforce stability. Its largest government contract has been paused due to budget constraints, leading to the layoff of 11 workers. This setback highlights a major vulnerability in the company's business model—its heavy dependence on public sector contracts. While government contracts have historically provided steady work, the company is subject to external budgetary limitations that can lead to sudden disruptions. Without a diversified revenue stream, Fresh Family is highly susceptible to fluctuations in government funding and contract availability.

To mitigate this vulnerability, this report sees an opportunity to diversify Fresh Family's revenue streams by expanding beyond government contracts and entering the private sector through B2B marketing. By establishing relationships with private sector clients, such as property management companies and corporations requiring hazardous waste removal and demolition services, Fresh Family can create a more sustainable and resilient business model. This shift will allow the company to balance its reliance on government contracts while tapping into new market opportunities, ultimately providing greater financial security and long-term growth.



# 1. INTRODUCTION

## **1.3 PROJECT OVERVIEW**

This project aims to address these challenges by conducting a comprehensive industry and financial analysis to assess Fresh Family's current positioning and identify viable strategies for market expansion. Additionally, it will involve researching emerging technologies and operational enhancements that could improve efficiency, streamline administrative processes, and strengthen the company's ability to compete in the private sector.

First, the report will **provide a detailed industry and financial analysis** that examines Fresh Family's current market position, financial health, and competitive landscape. This will help identify the strengths and weaknesses of its current business approach and reveal opportunities for private-sector expansion.

Second, the report will **develop a strategic plan for entering the private sector**, including recommendations for targeted B2B marketing efforts. This will involve identifying potential clients, crafting an outreach strategy, and exploring networking opportunities to establish strong business relationships. Additionally, the report will assess technologies that could enhance efficiency, ensuring that Fresh Family is well-equipped to handle an expanded client base.

Finally, this report will present a **marketing and operational strategy framework** that aligns with Fresh Family's goals for business sustainability and growth. This framework will include practical recommendations for branding, digital presence, and client acquisition strategies tailored to the private sector. By implementing these strategies, Fresh Family will be able to strengthen its market position, and build a more resilient business that can thrive in both the public and private sectors.





# 2. INDUSTRIAL POSITIONING

## **2.1 EXTERNAL ANALYSIS**

### **2.1.1 Competitive Analysis**

Fresh Family's competitive position was assessed through an analysis of five key competitors:

- American Environment Construction
- North Star (the industry leader)
- DemoWork Demolition Contractor
- DP Inc.
- Armani Janitorial

Fresh Family stands out due to its multi-service model, offering hazardous waste removal, power washing, exterior cleaning, and demolition. This all-in-one approach appeals to property managers and corporations, reducing the need for multiple service providers. However, despite this advantage, Fresh Family struggles with digital marketing, social media engagement, and SEO. Competitors like North Star and DemoWork actively leverage B2B marketing and digital strategies, while Fresh Family's weak online presence limits its ability to attract clients.

#### ***(a) Website and Value Proposition***

Fresh Family's competitive edge is reinforced by a strong website design and a well-defined value proposition. Research from WebFX indicates that 75% of consumers form their opinions of a business based on its website design (Storm, n.d.). By featuring an organized layout, high-quality images, and clear, concise information about its mission and services, Fresh Family establishes immediate credibility with potential B2B clients.

In contrast, competitors like American Environment Construction and Armani Janitorial use outdated websites, lack high-quality visuals, or rely on vague messaging, reducing their ability to engage potential customers. Fresh Family further distinguishes itself by emphasizing its expertise in hazardous waste and construction, robust safety protocols, and community-focused programs like Building Better Futures. According to a Bain & Company study, aligning a value proposition with specific customer needs can boost qualified leads by 22% (LeadsAtScale, 2025). This focus on specialized services and measurable impact sets Fresh Family apart from competitors that offer generic or unclear value propositions.



# 2. INDUSTRIAL POSITIONING

## **2.1 EXTERNAL ANALYSIS**

### ***(b) Weaknesses in SEO, Social Media Marketing, and Ratings***

Despite these strengths, Fresh Family faces notable weaknesses that could limit its ability to secure new clients, especially in the private sector. The company's SEO strategy, social media engagement, and online reviews require significant improvements.

First, a Google search for Fresh Family shows that it does not appear in top rankings for key industry terms, unlike competitors with stronger, better-optimized online profiles. With 42% of customers clicking on businesses featured in Google's "3-pack," Fresh Family's lower rankings translate into missed opportunities for lead generation (Siebert, 2025).

Second, Fresh Family's social media engagement is notably weak. The company's Facebook page has just 14 followers and 13 likes, in stark contrast to competitors with more robust followings and frequent, engaging content. Video posts are known to be 87% more likely to increase website traffic and 480% more likely to drive clicks than static images (Agarwal, 2023), yet Fresh Family largely relies on operational photos that garner limited engagement. Strengthening the company's social media strategy, particularly through video and interactive content, could significantly boost brand awareness and attract new clients.

Lastly, Fresh Family's online reviews—currently at 3.0 stars from just 9 reviews—fall short of the 4.0 to 5.0-star averages maintained by competitors. With 95% of B2B customers checking reviews before making a purchase (Virtual Expo, 2023), lower ratings discourage clients and reduce search visibility, as Google favors better-reviewed businesses (Nyman, 2021).

To address these gaps, Fresh Family must implement targeted B2B marketing strategies, enhance its online presence, and develop client acquisition initiatives. Strengthening its digital marketing efforts and customer outreach will allow the company to compete more effectively in the private sector.



# 2. INDUSTRIAL POSITIONING

## **2.2. INTERNAL ANALYSIS**

### **2.2.1 SWOT Analysis**

#### **Strengths**

Fresh Family's largest strength, as seen in the competitive analysis, is its diverse service offerings and its distinction as a women-owned and minority company. Wells Frago states that "from 2019 to 2023, women-owned businesses' growth rate outpaced the rate of men's 94.3% for number of firms, 252.8% for employment, and 82.0% for revenue" (Newsroom, 2024). This growth means that Fresh Family will be a key contributor to the economy of woman-owned businesses. They will see an increase in revenue from supporters of woman-owned businesses. Additionally, they are supported by the U.S. Small Business Administration, which offers training, federal contracts, and credit through programs such as Office Women's Business Ownership (SBA, n.d.).

Another important strength is Fresh Family's extensive list of certifications and awards. The company's expertise and connections in the government sector, thanks to contracts and the owner's, Debbie Wilson, previous work experience with the City of Seattle helped with rapid growth and increased trust. Preceding contracts with notable organizations – the University of Washington, the City of Seattle, and the City of Renton – further build upon the trust of Fresh Family's qualifications and high service levels. The US Chamber of Commerce states, "establishing a strong business-to-business (B2B) relationship with a large company can be a gateway to improved customer satisfaction and loyalty, increased sales, and ample opportunity for growth and collaboration" (Fraraccio, n.d.). Fresh Family's experiences will have a long-term impact on its reputation, allowing it to secure more clients because they are a trusted contractor.



# 2. INDUSTRIAL POSITIONING

## 2.2. INTERNAL ANALYSIS

### Weaknesses

The major weakness concerning Fresh Family's challenge for budget restraints is its dependence on government contracts and its limited market due to the competitive bidding process. Its small team of sixteen employees makes assigning specific roles to the management team difficult, resulting in a single employee having to take on multiple large responsibilities. The limited time that can be attributed to each task can directly impact the quality of the output. Limited brand recognition helps aid the company's challenge by reducing the ability of Fresh Family to find new contracts, especially in the private sector. Additionally, research indicates that government contracting for small businesses may be inefficient. BCG conducted a study on startups that stated their barriers to government contracting. Issues include lengthy sales cycles, complex processes, significant efforts, negative government experiences, and discomfort with prime contractors (Geoff, 2017). Fresh Family is burdened with administrative tasks from government contracts. They make roughly 95% of their revenues from government contracting which means they must spend all their resources on government contracting.

Another weakness is Fresh Family's prevailing wage structure. The Prevailing Wages and Inflation Reduction Act requires a prevailing wage structure for most government contracts. The structure accounts for the minimum wage calculated on the type of work and location, plus benefits calculated by government agencies. Fresh Family's current revenues come from contracting, creating a key weakness because of the bidding process of government contracting. A common argument against the prevailing wage is the costs. According to Ebacon, "higher wages and benefits drive up labor expenses, making publicly funded projects more expensive than those in the private sector" (Coronado, 2025). Fresh Family is unable to secure contracts when the prevailing wage goes above the contract price because it is cost-prohibitive. For example, overhead and general expenses may overshadow labor costs. Budget constraints also affect Fresh Family's position to take the lowest bid. They must compete with other contractors who have more financial leverage, efficient processes, and budgets to secure contracts.



# 2. INDUSTRIAL POSITIONING

## **2.2. INTERNAL ANALYSIS**

### **Opportunities**

Thanks to its geographical location, the greater Seattle area, Fresh Family has many opportunities to further expand its business outreach. Credit Unions across King County are currently developing new apartments across King County. With rising living expenses, there is a demand for more affordable housing. Credit unions such as BECU, Sound Credit Union, and Very Credit Union are funding affordable housing projects throughout King County. For example, Solera in Renton was funded by 5 credit unions in 2021. Microsoft is also funding 75 million dollars in affordable housing projects. Another source of funding includes the Evergreen Impact Housing Fund, which is funded by investors by the Seattle Foundation in the Bitter Lake neighborhood (Hermanns, 2023). An increase in apartment complexes requires maintenance and construction. Fresh Family can capitalize on these new projects by providing construction, cleaning, demolition, and maintenance services. This new expansion will provide Fresh Family an opportunity to align its strategy toward working with property management companies and housing developers.

### **Threats**

A major threat for Fresh Family that has already affected the company before is economic downturns, restrictions, or budget cuts in the government sectors. Another threat is labor shortages, which can lead to the inability to complete a contract. Direct threats to contract acquisition are competition from large businesses, especially for the government contract bidding progress, and market outreach, especially for the private sector. Additionally, the current surging interest rates increase the company's fixed costs, making it harder to balance overall costs and service prices to remain competitive in the market (British Business Bank, n.d.). Rising interest rates additionally impact consumer spending budgets, making it more difficult for companies such as Fresh Family to attract new customers.



# 2. INDUSTRIAL POSITIONING

## **2.2. INTERNAL ANALYSIS**

### **2.2.2 Financial Analysis**

Assessing Fresh Family's financial position is essential to understanding how well the company is positioned to implement the strategic recommendations. The following financial analysis will provide a clear view of the company's current financial health, potential challenges, and opportunities for growth.

Conducting a financial analysis of competitors such as American Environment Construction, DemoWork Demolition Contractor, DP Inc., and Armani Janitorial presents significant challenges due to the limited availability of financial data. As private companies often do not disclose their financial information, a direct comparative analysis is not feasible. Instead, an industry-wide financial ratio analysis was conducted to benchmark Fresh Family against key sectors, including janitorial services, hazardous waste collection, construction, demolition & wrecking, commercial building construction, and hauling services.

SERVICES	PROFIT MARGIN	CURRENT RATIO (LIQUIDITY)	DEBT-TO-EQUITY RATIO	RATIO TO ASSETS (ROA)
Janitorial Services	10.8%	1.2	0.27	6.1%
Hazardous Waste Collection	7.3%	1.3	1.5	6.8%
General Construction	6.6%	1.35	1.2	5.3%
Demolition & Wrecking	7.5%	1.35	1.2	6.3%
Commercial Building Construction	3.8%	1.3	1.2	5.9%
Hauling	8.0%	1.4	0.9	6.8%



# 2. INDUSTRIAL POSITIONING

## 2.2.2 FINANCIAL ANALYSIS

### **JANITORIAL SERVICES**

The janitorial services industry has demonstrated steady growth, with an average profit margin of 10.8%, despite a year-over-year (YOY) decrease of 2%. This margin indicates a stable revenue stream after accounting for operating costs. Liquidity remains balanced, with a current ratio of 1.2, suggesting that companies in this industry generally maintain enough assets to cover short-term liabilities. Financial leverage is conservative, reflected in a debt-to-equity ratio of 0.27, meaning firms rely more on equity than debt for financing. The return on assets (ROA) stands at 6.1%, indicating efficient asset utilization and operational effectiveness.

### **Industry Structure**

Characteristic	Level	Trend
<u>Concentration</u>	Low	
<u>Barriers To Entry</u>	Low	Steady
<u>Regulation and Policy</u>	Low	Steady
<u>Life Cycle</u>	Mature	
<u>Revenue Volatility</u>	Low	
<u>Assistance</u>	Low	Steady
<u>Competition</u>	High	Steady
<u>Innovation</u>	Moderate	

### **HAZARDOUS WASTE COLLECTION**

The hazardous waste collection industry operates with a profit margin of 7.3% and a steady growth of 0.3% YOY. While profitability is moderate, companies in this industry face high compliance costs, strict environmental regulations, and specialized handling expenses. The current ratio is 1.3, ensuring that businesses maintain sufficient liquidity to cover short-term liabilities. However, the debt-to-equity ratio is significantly higher at 1.5, indicating that firms in this industry rely more heavily on debt financing to support capital-intensive operations. The ROA stands at 6.8%, slightly higher than janitorial and hauling services, signifying moderate efficiency in utilizing assets for revenue generation.

### **Industry Structure**

Characteristic	Level	Trend
<u>Concentration</u>	Low	
<u>Barriers To Entry</u>	Moderate	Steady
<u>Regulation and Policy</u>	High	Steady
<u>Life Cycle</u>	Mature	
<u>Revenue Volatility</u>	Moderate	
<u>Assistance</u>	Low	Steady
<u>Competition</u>	High	Steady
<u>Innovation</u>	Low	



# 2. INDUSTRIAL POSITIONING

## 2.2.2 FINANCIAL ANALYSIS

### GENERAL CONSTRUCTION

The general construction industry has a profit margin of 6.6%, with a steady growth of 0.3% YOY, reflecting strong revenue generation despite high material and labor costs. Liquidity in this industry is relatively strong, with a current ratio of 1.35, ensuring that companies maintain a solid buffer for covering short-term obligations. Financial leverage is moderate, with a debt-to-equity ratio of 1.2, indicating a balanced approach between debt and equity financing. The ROA stands at 5.3%, showing efficient asset management, though lower operational efficiency compared to service-based industries like janitorial or hazardous waste collection.

### Industry Structure

Characteristic	Level	Trend
<u>Concentration</u>	Low	
<u>Barriers To Entry</u>	Moderate	Steady
<u>Regulation and Policy</u>	Moderate	Increasing
<u>Life Cycle</u>	Mature	
<u>Revenue Volatility</u>	Low	
<u>Assistance</u>	Low	Steady
<u>Competition</u>	High	Steady
<u>Innovation</u>	Moderate	

### COMMERCIAL BUILDING CONSTRUCTION

The commercial building construction industry faces significant profitability challenges, with a profit margin of 3.8% and a declining trend of 0.9% YOY. This is the lowest profit margin among the industries analyzed, reflecting the impact of increasing costs and declining revenue margins. Liquidity remains stable, with a current ratio of 1.3, ensuring that companies have adequate short-term assets to meet liabilities. The debt-to-equity ratio of 1.2 indicates a moderate reliance on both equity and debt financing. The ROA is 5.9%, highlighting the asset-heavy nature of the industry and its relatively lower efficiency in generating returns compared to service-based sectors.

### Industry Structure

Characteristic	Level	Trend
<u>Concentration</u>	Low	
<u>Barriers To Entry</u>	Moderate	Steady
<u>Regulation and Policy</u>	High	Steady
<u>Life Cycle</u>	Mature	
<u>Revenue Volatility</u>	Moderate	
<u>Assistance</u>	Low	Steady
<u>Competition</u>	High	Steady
<u>Innovation</u>	Low	



# 2. INDUSTRIAL POSITIONING

## 2.2.2 FINANCIAL ANALYSIS

### **DEMOLITION & WRECKING**

The demolition and wrecking industry demonstrates stable financial performance, with a profit margin of 7.5% and a YOY growth of 1.0%. This reflects moderate profitability after accounting for equipment costs, labor, and project-based expenses. Liquidity remains strong, with a current ratio of 1.35, ensuring that companies maintain a sufficient buffer for covering short-term liabilities. Financial leverage is moderate, with a debt-to-equity ratio of 1.2, indicating a balanced mix of debt and equity financing. The ROA stands at 6.3%, suggesting that companies in this sector utilize their assets efficiently but slightly less efficiently than service-based industries like janitorial services or hazardous waste collection.

### **HAULING SERVICES**

The hauling services industry operates with a profit margin of 8.0%, with a slight YOY decrease of 0.5%. Despite this, the industry maintains steady profitability, despite high operational costs associated with transportation, fuel, and waste processing. Liquidity is strong, with a current ratio of 1.4, ensuring that businesses can cover short-term liabilities while maintaining operational flexibility. Financial leverage is moderate, with a debt-to-equity ratio of 0.9, meaning firms in this industry rely on a balanced mix of debt and equity for financing. The ROA stands at 6.8%, the highest among the industries analyzed, indicating strong asset utilization and operational efficiency.

#### **Industry Structure**

Characteristic	Level	Trend
<u>Concentration</u>	Low	
<u>Barriers To Entry</u>	Moderate	Increasing
<u>Regulation and Policy</u>	High	Steady
<u>Life Cycle</u>	Mature	
<u>Revenue Volatility</u>	Moderate	
<u>Assistance</u>	Low	Steady
<u>Competition</u>	Moderate	Steady
<u>Innovation</u>	Low	

#### **Industry Structure**

Characteristic	Level	Trend
<u>Concentration</u>	Moderate	
<u>Barriers To Entry</u>	Moderate	Increasing
<u>Regulation and Policy</u>	High	Increasing
<u>Life Cycle</u>	Mature	
<u>Revenue Volatility</u>	Moderate	
<u>Assistance</u>	Low	Steady
<u>Competition</u>	High	Steady
<u>Innovation</u>	Low	



# 2. INDUSTRIAL POSITIONING

## **2.2.2 FINANCIAL ANALYSIS**

### **2.2.3 Key Insights from Fresh Family's Financial Forecast**

Fresh Family's financial forecast reflects a company experiencing both growth and volatility, largely due to its heavy reliance on government contracts. While revenue is growing, the recent loss of a major contract has introduced significant financial fluctuations, highlighting the urgent need to diversify revenue sources and reduce dependence on public-sector projects. Currently, operating, selling, and administrative expenses account for approximately 87% of total revenue, making cost reduction a priority for long-term sustainability. Additionally, accounts receivable as a percentage of sales have drastically increased, presenting a liquidity risk that must be addressed to ensure consistent revenue collection and improve cash flow stability.

Despite these challenges, Fresh Family has secured a new contract, and another contract will begin in January, providing stability in the short term. To incorporate these new revenue streams, the financial projections include best-case, base-case, and worst-case scenarios, a recommendation supported by KeyBank to better anticipate financial risks and opportunities (see appendix). These projections indicate that Fresh Family can achieve revenue growth between 10% and 25%, depending on various operational and market conditions. Regardless of the scenario, revenue is expected to remain positive, with fewer drastic swings as the company matures and develops more diverse revenue sources.

A key factor affecting Fresh Family's financial position is payroll expenses, which significantly impact the company's effective tax rate. Discussions with Ron Jones revealed that Fresh Family does not plan to hire additional full-time employees in the immediate future, helping to stabilize labor costs. Furthermore, any new hires will be sourced from Fresh Family's government-funded teaching program, which is supported by the City of Seattle. This initiative will allow the company to select the most qualified employees while having their salaries subsidized by the government, thereby reducing payroll tax burdens and improving profit margins.



# 3. TARGET PERSONA

## **(STARTING WITH RESIDENTIAL PROPERTIES)**

To enter the private market, Fresh Family should first focus on targeting residential property management firms. Research from IBISWorld indicates that residential property management constitutes a larger portion of the overall property management industry at 51% (Ristoff), showing that residential services are a dominant and growing part of the industry. These companies manage a wide array of rental units that require regular maintenance and cleaning services to remain attractive to tenants and comply with safety regulations. With the growing demand for rental properties in urban areas, especially in regions like King County, where Fresh Family operates, property managers need reliable service providers to ensure the upkeep of their properties.

By focusing on residential properties, Fresh Family can establish a strong foothold in the private sector, building long-term relationships with property managers and expanding its client base. As a first step, Fresh Family should develop tailored marketing campaigns that highlight its expertise in hazardous waste removal, exterior cleaning, and other maintenance services that are critical to residential property managers.

# 4. STRATEGIC RECOMMENDATIONS:

## **STRATEGIC & RATIONAL APPROACH**

Following the analysis of Fresh Family's current position in the market, the next step is to explore the key strategic insights and identify the most promising opportunities for expansion. These insights will serve as the foundation for Fresh Family's shift toward diversifying its revenue streams and positioning itself for sustainable growth in the private sector.



# 4. STRATEGIC RECOMMENDATIONS:

## #1 - TARGETING RESIDENTIAL PROPERTY

### **4.1 TARGETING RESIDENTIAL PROPERTY MANAGEMENT FIRMS**

Fresh Family's heavy reliance on government contracts leaves the company vulnerable to budget cuts and unpredictable funding cycles. The recent contract pause of a major government agreement has underscored the financial risks associated with this dependency, leading to strain on cash flow and workforce stability. To mitigate these risks and secure long-term financial sustainability, Fresh Family must diversify its revenue streams by expanding into the private market sector.

This diversification offers strategic advantages by reducing dependency on unpredictable government procurement. The U.S. property management market is projected to grow at 3.94% CAGR, reaching \$102.79 billion by 2030 (MorderIntelligence). Current high mortgage rates are limiting homeownership while increasing rental demand, creating a steady need for maintenance services. Notably, 80% of property management firms outsource services like cleaning and maintenance (Leasey.AI), , reinforcing the need for trusted service providers in this space.

The residential property management segment is particularly promising for Fresh Family. Unlike commercial properties, residential buildings require ongoing services such as janitorial work, waste removal, and exterior power washing due to shorter lease terms and higher tenant turnover. According to IBISWorld, residential property management constitutes 51% of the overall industry (Figure 1), with the U.S. residential segment projected to reach \$100.8 billion in revenue by 2024, growing at a 7.3% CAGR over five years (Pigott, 2024). This expansion is driven by high mortgage rates, reducing homeownership accessibility and increasing rental demand. As more individuals and families choose to rent rather than buy, property managers must maintain appealing buildings for tenants, creating a rising demand for trusted, multi-service vendors like Fresh Family.

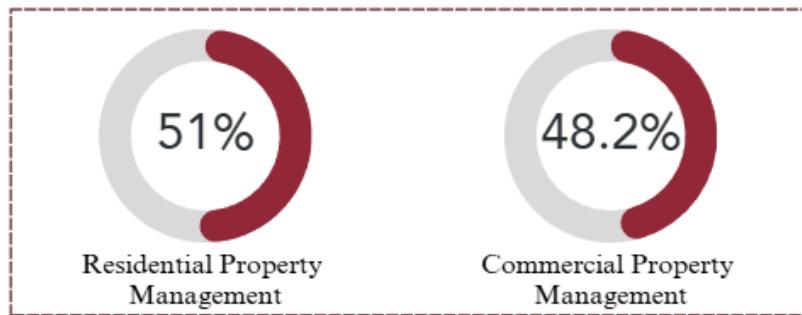


Figure 1

# 4. STRATEGIC RECOMMENDATIONS:

## #1 - TARGETING RESIDENTIAL PROPERTY



### **4.1 TARGETING RESIDENTIAL PROPERTY MANAGEMENT FIRMS**

Seattle, where Fresh Family operates, presents a particularly promising opportunity. According to the Urban Land Institute (ULI) and PwC's Emerging Trends in Real Estate 2025 report, cities across the U.S. are experiencing a surge in population growth (PWC, n.d.). When we look specifically at Seattle, it is clear that the city has significant potential in this market. Despite ranking 24th in the Overall Real Estate Prospects, Seattle stands at 10th in Homebuilding Prospects (Figure 2), which highlights the strong demand for residential construction (PWC, n.d.). With an evolving property market and increasing demand for rental housing, Fresh Family can strategically position itself to meet the growing need for property management services, including cleaning and waste removal. Expanding into this market will enhance financial stability and create long-term, sustainable income streams that are less susceptible to government funding uncertainties.



**#24th** in the Overall Real Estate Prospects

**#10th** in Homebuilding Prospects

Figure 2

Fresh Family's comprehensive service offerings—including hazardous waste removal, exterior power washing, janitorial services, and demolition—position it as a one-stop solution for property managers. By consolidating multiple services under one contract, Fresh Family simplifies operations for property managers and reduces their need to coordinate with multiple vendors, offering a competitive advantage over firms specializing in only one or two services.

Building long-term relationships with property managers is another critical aspect of this strategy. The property management industry relies heavily on referrals and repeat business, with studies showing that 84% of B2B sales originate from referrals. By establishing a reputation for high-quality service, reliability, and professionalism, Fresh Family can secure long-term contracts and repeat service agreements. Strengthening its presence in the residential property management sector will lead to sustained revenue growth and continued market expansion.

# 4. STRATEGIC RECOMMENDATIONS:

## #1 - TARGETING RESIDENTIAL PROPERTY



### **4.1 TARGETING RESIDENTIAL PROPERTY MANAGEMENT FIRMS**

Ron Jones, Fresh Family's CFO, brings valuable expertise to this market. With several years of experience working in the property management and construction sectors, Ron has a deep understanding of the challenges and needs of property management firms. His experience includes managing projects that require multiple service providers, and he has cultivated key industry relationships over the years that will help Fresh Family navigate the market efficiently. Ron's knowledge of property management operations, coupled with his connections in the industry, enables Fresh Family to not only understand the market dynamics but also customize services to meet the specific needs of property managers. His involvement ensures that Fresh Family's offerings are tailored to the demands of the residential property management market, enhancing the company's ability to provide value-driven solutions and build long-term partnerships with clients.

Additionally, Ron's expertise and deep understanding of the property management sector can significantly reduce the research and development (R&D) costs associated with entering this market. With his knowledge of the industry's key pain points and service requirements, Fresh Family can bypass extensive market research and directly design its service offerings to meet the immediate needs of property management firms. This not only accelerates the market entry process but also minimizes the costs of trial and error, making Fresh Family more agile and cost-efficient in its expansion.

Targeting residential property management firms as the initial entry point into the private sector is a strategic decision backed by industry trends and economic factors. With increasing demand for rental properties, ongoing maintenance needs, and the preference for multi-service vendors, Fresh Family is well-positioned to thrive in this expanding market. By leveraging its comprehensive service offerings, industry expertise, and strong B2B relationship-building strategies, Fresh Family can create a sustainable and scalable business model within the residential property management sector.



# 4. STRATEGIC RECOMMENDATIONS:

## #2 - EXPANDING DIGITAL MARKETING

### **4.2 DIGITAL MARKETING TOOLS: FACEBOOK**

A strong online presence is essential for attracting new clients, particularly within the private B2B property management market. Unlike government contracting, which largely relies on formal bidding processes, private-sector decision-makers actively use digital platforms to identify and engage reliable service providers. Establishing brand visibility and audience engagement through strategic digital marketing efforts will enable Fresh Family to generate qualified leads, increase market visibility, and cultivate valuable relationships with key decision-makers in the property management industry.

Among various digital marketing channels, Facebook advertising is the most suitable platform for Fresh Family. Research from Statista shows that advertising on Facebook and LinkedIn is highly effective for the U.S. population and in-app advertisement outreach and retention rates (see Figure 3). Social media advertising has proven to be highly targeted and cost-effective, particularly for reaching property managers and related professionals.

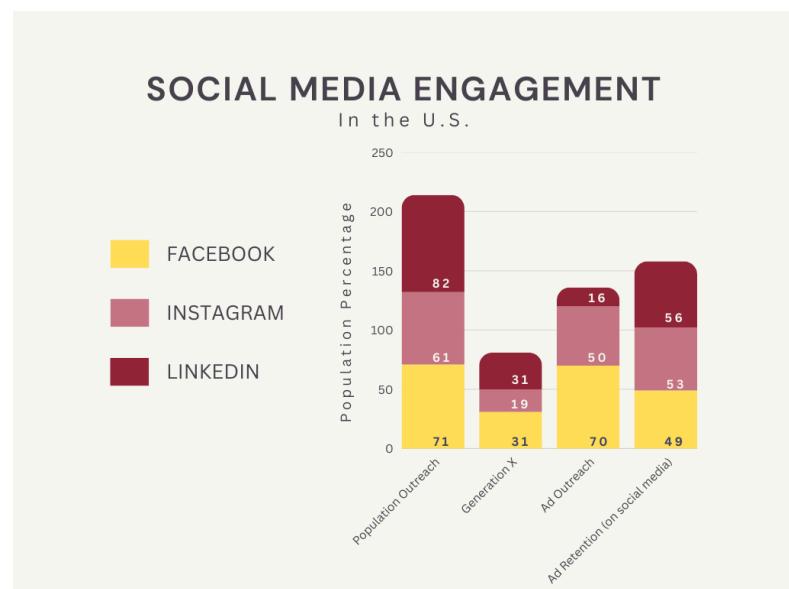


Figure 3

Fresh Family's target audience primarily consists of property managers, facility managers, and operational professionals, many of whom actively engage with Facebook. According to DataUSA (n.d.), the majority of employees within Fresh Family's target industries are within the age demographic prominently active on Facebook. Additionally, research indicates that 81% of LinkedIn users are also active on Facebook ("Social media: LinkedIn users in the United States"), allowing Fresh Family to effectively target LinkedIn's professional audience at a significantly lower cost. LinkedIn ad campaigns typically require substantial investments ranging from \$3,000 to \$25,000 per campaign (Ali, 2024), making Facebook advertising a much more financially viable option given Fresh Family's monthly marketing budget of \$500.



# 4. STRATEGIC RECOMMENDATIONS:

## #2 - EXPANDING DIGITAL MARKETING

### **4.2 DIGITAL MARKETING TOOLS: FACEBOOK**

#### **4.2.1 Facebook Advertising Cost Structure**

Facebook advertising operates on a **bid-based auction system**, where the best-value ads are displayed to users based on their relevance and engagement potential (Meta, n.d.). The two main budgeting options for Facebook ads are:

1. Daily Budget: A fixed amount is spent per day, with Meta (Facebook's parent company) adjusting ad delivery based on engagement opportunities. Meta may exceed the daily budget by 75% if the algorithm detects a high-value opportunity (Meta, n.d.).
2. Lifetime Budget: A fixed amount is set for the entire campaign duration, ensuring that spending does not exceed the total allocated budget (Meta, n.d.).

For Fresh Family's \$500 monthly budget, this report recommends using the **Lifetime Budget option** to ensure spending remains within the limit while maximizing engagement and conversions.

Besides the above ads options, Facebook ads targeting business decision-makers have the following **cost structure**:

- Cost per Click (CPC): \$0.94 – \$1.50 per click
- Cost per Thousand Impressions (CPM): \$10 – \$15 per 1,000 views
- Cost per Lead (CPL): \$5 – \$25 per lead (based on ad engagement and user actions)

With a \$500 budget, Fresh Family can expect around 500 clicks per month, 30,000 impressions, and 20 leads per month. These projections indicate that Facebook advertising is a cost-effective strategy that will allow Fresh Family to increase its visibility, drive website traffic, and generate leads in the property management industry.



# 4. STRATEGIC RECOMMENDATIONS:

## #2 - EXPANDING DIGITAL MARKETING

### **4.2 DIGITAL MARKETING TOOLS: FACEBOOK**

#### **4.2.2 Target Audience & Ad Optimization**

To further enhance ad performance, Facebook provides audience targeting tools, which allow businesses to refine their audience based on job titles, geographic location, and user interests. By utilizing Facebook's audience targeting tools, ads can be shown to property managers, facility managers, operations managers, and real estate professionals who frequently require janitorial services, waste management, and property upkeep. It will also target exclusively property managers in the Seattle metro area, ensuring that the marketing budget is spent only on potential clients within Fresh Family's service area. Facebook's AI-driven system will target users who have searched for or interacted with content related to real estate management, property maintenance, and commercial cleaning services.

More information about the different types of Facebook ads and proposed templates is located in the appendix.

### **4.3 IMPLEMENTING A CRM SYSTEM: OPERATIONAL EFFICIENCY & CLIENT MANAGEMENT**

Managing B2B relationships effectively requires a structured client tracking system to organize leads, monitor contract statuses, and streamline communication. Fresh Family has already integrated Monday.com into its operations, and fully utilizing its CRM capabilities will enable the company to track interactions with property managers and real estate clients, automate follow-ups and contract renewals, and analyze client engagement trends to refine marketing and outreach efforts.



# 4. STRATEGIC RECOMMENDATIONS:

## #3 – IMPLEMENTING A CRM SYSTEM

### **4.3 IMPLEMENTING A CRM SYSTEM: OPERATIONAL EFFICIENCY & CLIENT MANAGEMENT**

One of the key advantages of Monday.com is its ability to centralize all client interactions, ensuring that teams can track communication histories, contract statuses, and service requests in one platform. This level of data organization is critical, as 86% of businesses using CRMs report improved data management, leading to a 41% increase in sales productivity (Salesforce, 2023). With automation features, Fresh Family can set up reminders for contract renewals, reducing the risk of lost revenue from missed deadlines. Research from HubSpot shows that automated follow-ups can increase client retention rates by up to 47% (Kashyab, 2024), ensuring Fresh Family maintains long-term relationships with property managers.

Beyond automation, Monday.com's client engagement analytics can help Fresh Family identify market trends, optimize marketing campaigns, and allocate resources more effectively. A study by Forrester found that businesses analyzing engagement trends are 2.3 times more likely to improve revenue performance, and 57% of surveyed organizations plan to increase CRM spending in the next 12 months (Leggett, 2023). By leveraging these insights, Fresh Family can tailor its outreach strategies to property managers, ensuring marketing efforts are targeted and efficient.

#### **4.3.1 Real-World Example**

Identifying a construction company that matches Fresh Family LLC's size and has successfully implemented Monday.com can be challenging due to the limited availability of specific financial data from small privately held firms. However, Falkbuilt Ltd., an interior construction company based in Calgary, Alberta, offers a relevant case study. With over 50 branches across North America and Asia, Falkbuilt operates a 90,000 sq ft factory with a \$250 million annual production capacity. They faced challenges in connecting their main office with the production floor to ensure efficient information flow. By adopting Monday.com, they tailored the platform to their needs, streamlining workflows and enhancing communication between teams, which contributed to their growth from inception to \$1.3 million in project revenue within a year (Monday.com Falkbuilt, n.d.).



# 4. STRATEGIC RECOMMENDATIONS:

## #3 – IMPLEMENTING A CRM SYSTEM

### **4.3 IMPLEMENTING A CRM SYSTEM: OPERATIONAL EFFICIENCY & CLIENT MANAGEMENT**

While Falkbuilt is larger than Fresh Family LLC, their experience demonstrates how construction companies can customize Monday.com to improve operations, communication, and project management. For smaller construction firms, it was highlighted that many such companies use Monday.com, each customizing the platform to their unique workflows and business processes. This adaptability suggests that firms of various sizes can benefit from implementing Monday.com to enhance efficiency and productivity (seattle.gov, n.d.). Fresh Family can replicate this success by implementing customized CRM workflows tailored for property management. This will allow the company to prioritize service requests, streamline billing, and monitor contract performance, ensuring seamless business operations.

Additionally, incorporating Monday.com's CRM system will enhance operational efficiency by reducing administrative workloads and improving cash flow predictability. Companies that adopt AI-driven CRM tools are 83% more likely to exceed sales goals and 34% more likely to deliver exceptional customer service (theWorks, 2024). Implementing customized CRM templates specifically designed for the real estate industry can further boost efficiency. Research from Ascendix indicates that such templates reduce client service response times by 30% and increase contract renewal rates by 23% (Ascendix, 2024). These workflow models, successfully used by ClickUp, enable real estate firms to improve client relationship management, enhance communication, and streamline operations, all of which Fresh Family can adopt to optimize its B2B interactions with property managers.

By fully utilizing Monday.com's CRM capabilities, Fresh Family can strengthen its client management processes, automate key administrative tasks, and improve B2B relationship-building. This integration will lead to higher client retention rates, greater operational efficiency, and long-term business growth in the real estate and property management industry.



# 4. STRATEGIC RECOMMENDATIONS:

## #4 - FINANCIAL RECOMMENDATION

### **4.4. STRATEGIC FINANCIAL RECOMMENDATION**

While Fresh Family's primary focus is on expanding into the private sector by targeting residential property management firms, leveraging digital marketing strategies, and implementing a CRM system, financial sustainability remains a crucial consideration for long-term success. Analyzing the company's financials reveals the need for revenue diversification and cost efficiency to ensure continued growth and resilience against external disruptions.

The recent loss of the contract has intensified revenue variability, underscoring the need for a stronger customer base that is minimally dependent on contracts. However, with some new contracts already secured and other work beginning in January, revenue expectations remain within a positive range of 10-25%, depending on the scenario. This aligns with the industry ratio, as sectors like janitorial services (10.8%) and waste collection (8.0%) maintain higher profit margins.

To boost profitability, Fresh Family should prioritize reducing operating, selling, and administrative costs, which account for about 87% of total revenues. Cost-reduction strategies such as optimizing payroll expenses will be crucial as Fresh Family's dedication to providing prevailing wages would highly affect expenses. The decision to limit new hires while leveraging Seattle's government-funded teaching program will lower payroll tax burdens, directly improving profit margins and effective tax rates. The company should also strengthen accounts receivable management, as its growing proportion of sales has significantly impacted cash flow. Implementing stricter credit terms with the private market and the government, and improving collection cycles will help ensure revenue is received promptly, supporting liquidity management, as accounts receivable on the balance sheet are moderately high.



# 4. STRATEGIC RECOMMENDATIONS:

## #4 - FINANCIAL RECOMMENDATION

### **4.4. STRATEGIC FINANCIAL RECOMMENDATION**

On the other hand, Fresh Family LLC should maintain a conservative debt-to-equity ratio, ideally staying below 1.0, similar to the waste collection industry (0.9), to mitigate financial risk while pursuing growth opportunities. It is important to stay above a current ratio of 1.3 for stability in liquidity, which compares favorably against construction (1.35%) and waste collection (1.4) industries.

Along with the best, base, and worst-case scenario projections this report conducted (see appendix), this could be a great strategic plan for sustainable growth, ensuring that the company's revenue fluctuations remain minimal and manageable.

To conclude, by focusing on expense control, revenue diversification, and operational efficiency, Fresh Family LLC should be in a favorable position to increase profitability, smooth out cash flows, and maintain steady growth within the industry.



# 5. IMPLEMENTATION TIMELINE

## **5.1 SHORT-TERM IMPLEMENTATION (0-90 DAYS)**

- Targeting Residential Property Management Firms
  - Develop an outreach list of 5 property management firms in King County.
  - Leverage Ron's industry connections for introductory meetings.
  - Build significant B2B connections with key decision makers.
- Facebook Advertising Campaign
  - Set up a lifetime budget ad campaign (\$500/month).
  - Design carousel and lead generation ads for hazardous waste removal, exterior cleaning, and janitorial services.
  - Monitor ad performance weekly (track CPC, CPL, and impressions).
- CRM System Implementation
  - Expand Monday.com CRM usage to track property manager interactions.
  - Set up automated follow-ups for contract renewals and service check-ins.
  - Train employees on CRM data input and tracking workflows.
- *Metrics for Success (90 Days):*
  - a. Secure at least 3 property management firm partnerships.
  - b. Generate a minimum of 30 leads through Facebook.
  - c. Automate 50% of follow-ups within Monday.com.

## **5.2 MEDIUM-TERM IMPLEMENTATION (1 YEAR)**

- Scale Outreach Efforts
  - Join NARPM for networking and industry credibility.
  - Increase outreach to 20 property management firms.
  - Expand into new service areas based on demand trends.
- Optimize Facebook Advertising
  - Expand the budget to \$750/month if ROI is positive.
  - Launch video testimonials to increase engagement.
  - Implement different ad testing to refine ad targeting.
- Enhance CRM Efficiency
  - Integrate client feedback tracking into Monday.com.
  - Implement advanced analytics to measure client retention.
  - Use CRM data to personalize service offerings.

## **5.3 LONG-TERM IMPLEMENTATION (3-5 YEARS)**

- Expand Beyond Seattle
  - Identify new metropolitan markets for expansion.
  - Develop statewide partnerships with property management firms.
- Optimize Digital Presence
  - Implement SEO and Google Business optimization for organic traffic.
  - Develop educational content (blogs, case studies, webinars) to increase industry credibility.
- Advanced CRM & AI Integration
  - Utilize AI-driven client insights to predict service needs.
  - Implement chatbots for instant client communication.



# 6. EXPECTED IMPACTS

By implementing the strategic shift towards B2B market expansion and enhancing its marketing approach, Fresh Family is expected to experience several key business improvements:

## 1. Revenue Diversification and Growth

- *Expansion into Residential Property Management:* Shifting focus to residential property management aligns with market trends, as this sector comprises 51% of the industry, driven by increasing demand for rental properties due to higher mortgage rates and urban population growth. This transition is projected to stabilize revenue streams and reduce dependency on government contracts.
- *B2B Marketing Initiatives:* Leveraging Facebook Ads for targeted B2B marketing has proven effective in the real estate sector (Promodo, 2025). For instance, a comprehensive guide on Facebook lead generation for real estate highlights the platform's capacity to connect businesses with potential clients efficiently (Bailey, 2025). Implementing such strategies is expected to enhance customer engagement and acquisition rates.

## 2. Operational Efficiency and Cost Reduction

- *Payroll Optimization:* Implementing payroll optimization strategies, including leveraging government-funded teaching programs, is expected to reduce payroll expenses by up to 20% annually. This approach balances competitive compensation with cost-effectiveness.
- *CRM System Integration:* Integrating a CRM system like Monday.com is anticipated to streamline client relationship management, potentially boosting productivity by 41% and increasing client retention by 47%. This enhancement is expected to improve operational workflows and client satisfaction.



# 6. EXPECTED IMPACTS

## 3. Financial Stability and Risk Mitigation

- *Debt-to-Equity Ratio Management:* Maintaining a conservative debt-to-equity ratio below 1.0 aligns with industry standards, such as the waste collection industry's average of 0.9. This practice is crucial for mitigating financial risk while pursuing growth opportunities.
- *Accounts Receivable Management:* Strengthening accounts receivable management by enforcing stricter credit terms and improving collection cycles is projected to reduce outstanding receivables by 25%, ensuring more predictable cash flow. This improvement is vital for maintaining liquidity and financial

## 4. Market Presence and Client Acquisition

- *Digital Advertising Effectiveness:* Utilizing Facebook Ads has shown a conversion rate of 9.21% across various industries (Mileva, 2025), making it a valuable channel for client acquisition. For Fresh Family, allocating a \$500 monthly budget to Facebook Ads is expected to generate approximately 500 clicks, 30,000 impressions, and 20 leads per month, enhancing brand visibility and client engagement.
- *Referral-Based Acquisition:* Establishing a referral network within the property management industry is anticipated to enhance client relationships and increase the lifetime value of customers by 16%. This strategy leverages existing client satisfaction to attract new business.

## 5. Strategic Partnerships and Networking

- *Industry Networking:* Active participation in industry organizations, such as the National Association of Residential Property Managers (NARPM), is expected to facilitate networking opportunities, leading to long-term service agreements and improved client retention rates. Networking within the property management industry is crucial for securing long-term service agreements and enhancing client retention.

By focusing on B2B expansion, digital marketing, and operational efficiency, Fresh Family will diversify revenue streams, increase financial stability, and strengthen its market position in both the public and private sectors. This strategy ensures long-term sustainability, improved profitability, and reduced vulnerability to government contract fluctuations.



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# APPENDIX



# APPENDIX



# APPENDIX

## COMPARATIVE ANALYSIS

Fresh Family's key advantage is offering a multitude of services, unlike its single niche-focused competitors. The ability to offer a wide variety of services expands Fresh Family's market reach. Other advantages include the following:

### *1. Professional and Engaging Online Presence*

Fresh Family's website is welcoming and professional. Featuring real photos fosters trust in the company. Competitors like American Environment Construction and Armani Janitorial lack personalized photographs and easy navigation on their websites. Additionally, while DemoWork Demolition Contractor's website is simple and effective, its contrasting color scheme provides difficulty for viewers to fully appreciate their content. While Fresh Family has many superior traits, there are some features on other competitors' websites that if implemented on its website, would increase its advantage. These features include: reviews (for increased trust in the quality of service) and easy-to-assess contact (e.g. chat boxes and 24-hour hotlines). Due to the small-company nature of Fresh Family, the 24-hour easy-to-assess contact will be too costly, making it ineffective to implement. However, the inclusion of reviews is low-cost, increasing its implementation value.

### *2. Government Partnerships and Industry Recognition*

Fresh Family's government affiliation through contract and the King County Living Wage Program sets it apart from competitors like DemoWork Demolition Contractors and American Environment Construction, which lack notable partnerships. North Star presents a strong rivalry through its acquisitions of smaller companies and partnerships with major corporations like Coca-Cola and Pepsi. Fresh Family can utilize its values of community first to differentiate itself as a preferred choice.

### *3. Social Media Presence (with Room for Growth)*

Fresh Family has a lot of room for improvement for social media to compete on that level with North Star and DemoWork Demolition Contracting (see Expanding Digital Marketing for more information).



# 2. INDUSTRIAL POSITIONING

## 2.1 EXTERNAL ANALYSIS

### 4. Strong Branding as a Woman-Owned, Minority Business

Fresh Family sets itself apart from its competitors as a woman-owned, minority business. This diversification is of great appeal in today's market. Its mission is easy to distinguish in contrast to American Environment Construction.

### 5. Certifications and Credibility

Fresh Family has the second most amount of certifications and awards, behind North Star, signifying its trustability and qualifications to potential clients. Other competitors like DemoWork Demolition Contractor, DP Inc., and Armani Janitorial do not list any of their certifications on their website, giving Fresh Family a competitive advantage in this field.



# APPENDIX

## COMPETITOR ANALYSIS REPORT

	Fresh Family	American Environmental Construction	North Star	Demowork Demolition Contractor	DP Inc.	Armani Janitorial
Website	Accessible, informative, Up-to-date	Disorganized, Vague, Outdated	Accessible, informative, Up-to-date	Accessible, informative, Up-to-date	Accessible, Informative, Up-to-date	Accessible, Vague, Outdated
Value Proposition	Unique, Provides value through their experience and familiarity with handling waste. Minimizing risks and improve BIPOC presence.	Generic, personal to understand client concerns	Competitive , Provides value to clients through experienced management, integrated services, and innovative solutions	Not Clear, provide clients with services and provide them with the best services	Competitive, Provide value through performance, personality and communication	Generic, Provides value by providing pristine business environment
Ratings	3.0/5.0, 9 reviews	4.8/5.0 39 reviews	4.8/5.0, 11 reviews	4.0/5.0 22 reviews	5.0/5.0, 2 reviews	5.0/5.0 49 reviews
Forms of Content	About us page, their programs, blog posts, past project, team, qualifications and certifications, contact page	About us page, testimonials, team, past projects,	About us, safety page, industries they work with, certifications and qualifications, locations	Reviews page, free quotes, past projects, contact us	About us page, community page, team, past projects, press releases, blogs, contact us	Testimonials, contact us, quotes, locations
SEO	No search results	Google Business Reviews	No search results	Google Business Reviews	Google search engine	No search results
Social MediaMarketing	Active presence, Low engagement, 14 followers, 13 likes	Inactive presence, low engagement 73 followers, 68 likes	Inactive presence, medium engagement, varies across corporate locations, 1k likes, 20 likes per post	Active presence, medium engagement, 315 likes, 391 followers	Active presence, Medium engagement, 244 followers, 246 likes	Inactive, presence, low engagement, 2 likes, 3 followers



# APPENDIX

## EXTERNAL ANALYSIS





# APPENDIX

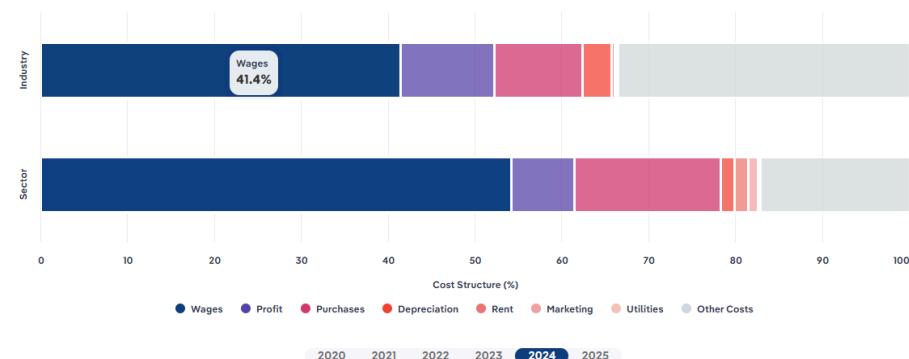
## GRAPHS OF INDUSTRY RATIO ANALYSIS BREAKDOWN

### JANITORIAL SERVICES

Janitorial Services in the US

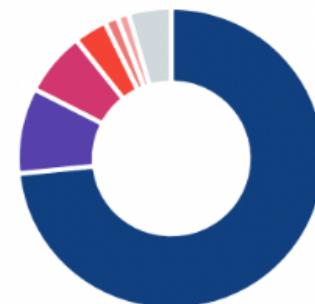
#### Cost Structure Benchmarks

Average operating costs by industry and sector as a share (%) of revenue 2025



IBISWorld

#### Products and Services >



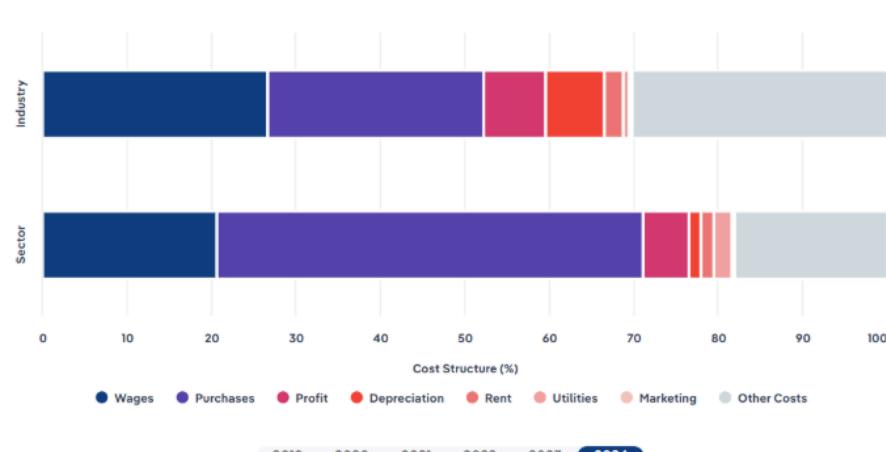
Source: IBISWorld

### HAZARDOUS WASTE COLLECTION

Hazardous Waste Collection in the US

#### Cost Structure Benchmarks

Average operating costs by industry and sector as a share (%) of revenue 2024



IBISWorld

Hazardous Waste Collection in the US

#### Products & Services Segmentation

Industry revenue in 2024 broken down by key product and service lines.



Source: IBISWorld

Source: IBISWorld

# APPENDIX



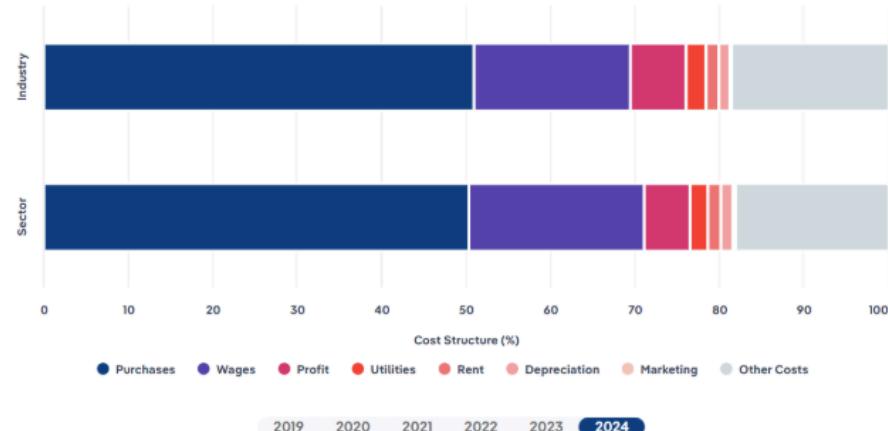
## GRAPHS OF INDUSTRY RATIO ANALYSIS BREAKDOWN

### GENERAL CONSTRUCTION

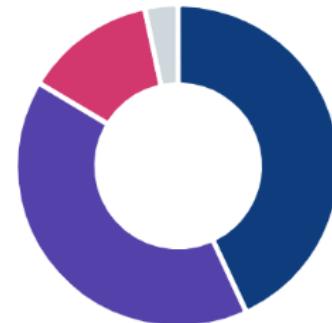
Construction in the US

#### Cost Structure Benchmarks

Average operating costs by industry and sector as a share (%) of revenue 2024



#### Products and Services >



- Specialty trade contracting (\$1.4tr) 43.1% ● Building construction (\$1.3tr) 40.5%
- Heavy and civil engineering construction (\$435.1bn) 13.1%
- All other activities (\$109.6bn) 3.3%

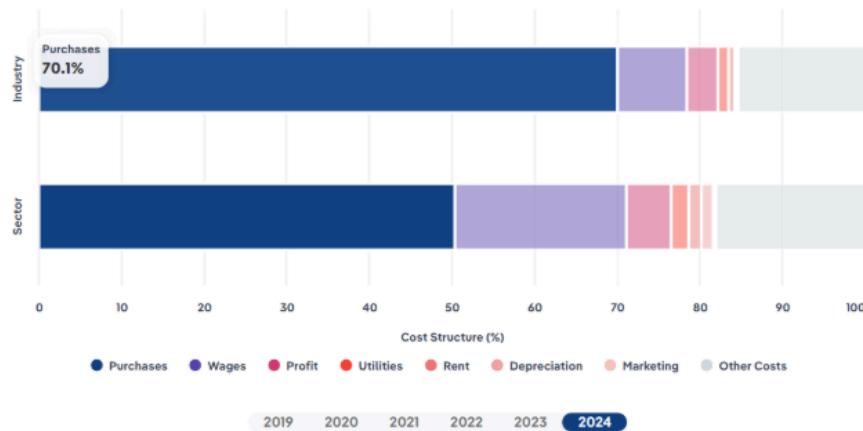
Source: IBISWorld

### COMMERCIAL BUILDING CONSTRUCTION

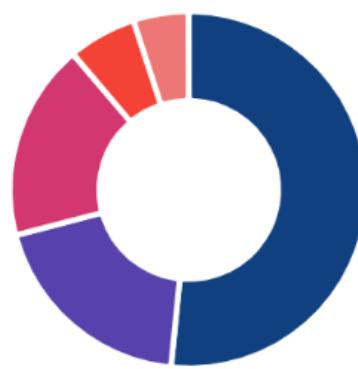
Commercial Building Construction in the US

#### Cost Structure Benchmarks

Average operating costs by industry and sector as a share (%) of revenue 2024



#### Products and Services >



- Integrated product delivery contracts (\$151.3bn) 51.6%
- Design, bid, build contracts (\$56.6bn) 19.3%
- Construction manager at-risk contracts (\$52.5bn) 17.9%
- Design-build contracts (\$18.2bn) 6.2%
- Construction management agency (\$14.7bn) 5.0%

Source: IBISWorld

# APPENDIX



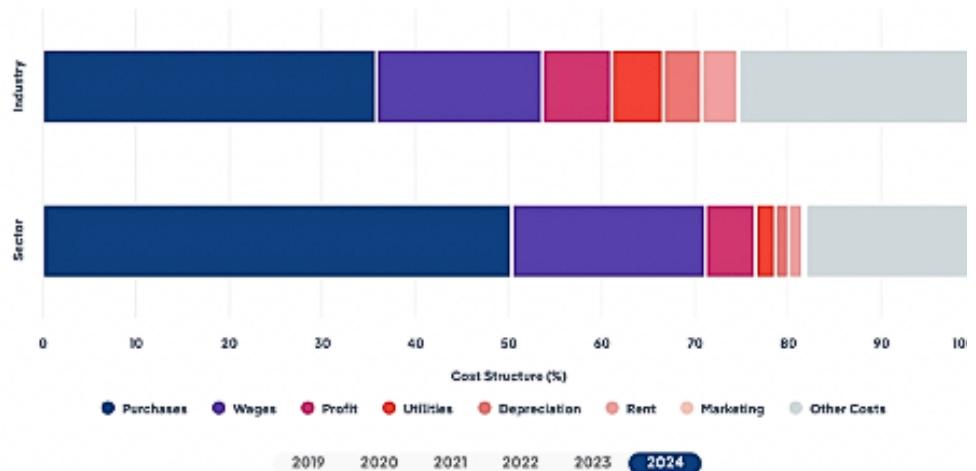
## GRAPHS OF INDUSTRY RATIO ANALYSIS BREAKDOWN

### DEMOLITION & WRECKING

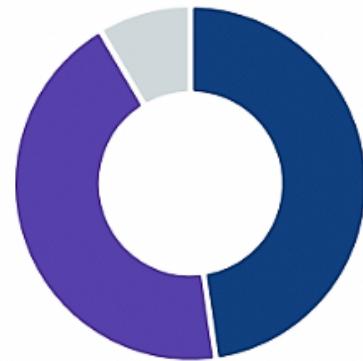
### Products and Services >

#### Cost Structure Benchmarks

Average operating costs by industry and sector as a share (%) of revenue 2024



### Products and Services >



- Total and selective demolition (\$4.6bn) 47.7%
- Abatement and remediation (\$4.2bn) 43.8%
- Other (\$822.7m) 8.5%

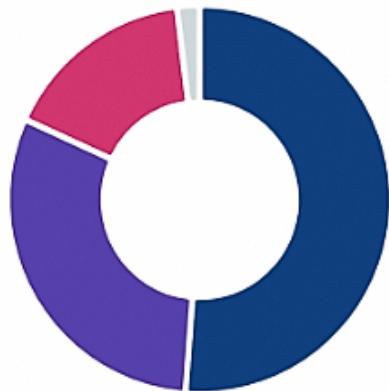
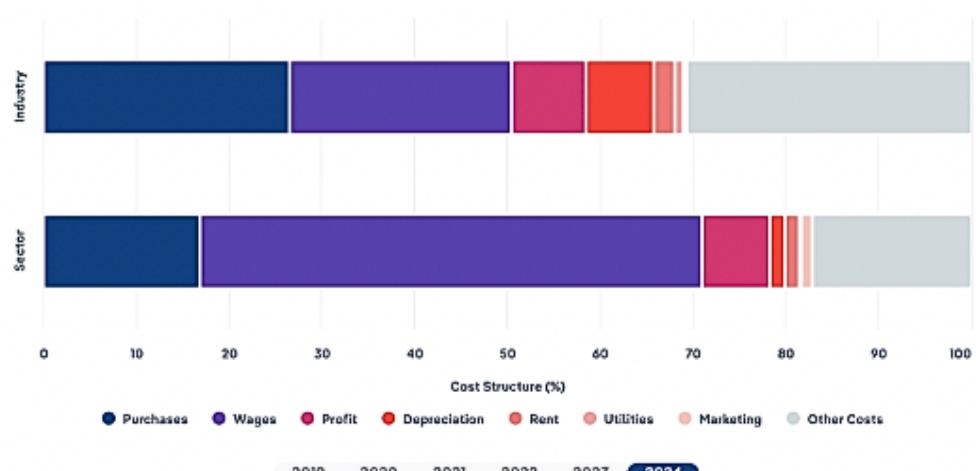
### HAULING SERVICES

### Products and Services >

#### Waste Collection Services in the US

#### Cost Structure Benchmarks

Average operating costs by industry and sector as a share (%) of revenue 2024



- Nonresidential waste collection (\$39.5bn) 51.2%
- Residential waste collection (\$23.6bn) 30.6%
- Transfer, collection, and storage facility (\$12.6bn) 16.3%
- Hazardous materials and other (\$1.5bn) 1.9%



# APPENDIX

## KEY INSIGHTS FROM FRESH FAMILY'S FINANCIAL FORECAST

### Outlook

There are many opportunities for Fresh Family to take market share away from competitors. The industries above are from all of the industries that Fresh Family operates in.

Most industries analyzed have a high reliance on regulation. In order to ensure compliance we recommend staying on top of new regulations to ensure the best experience for the customer.

Additionally, there are moderate barriers to entry observed. This will allow Fresh Family to build relationships with the government and the private sector with minimal interference from new competition.

For success in entering the private sector, we recommend highlighting exterior, final cleaning, and waste removal (including hazardous). Fresh Family has been able to effectively work in these areas in the past, making these industries a strong starting point to begin contracts in the private sector. Refer to the marketing section for more information about how to broadcast Fresh Family's strongest work.

Additionally, we see great value in trying to reach out to customers, even if only a la carte jobs, as this allows the customer to experience firsthand the value that Fresh Family provides. This will push Fresh Family to the top of their lists for any contracts/jobs in the future. Additionally, we believe it to be worthwhile to send periodic reminders to customers to keep the name fresh in their minds. We believe every 2-3 months by email to be sufficient, but more personalized and frequent reminders could be explored as well.

### Financial Statement Analysis

Below is the projection for our base case for Fresh Family. This takes in a lot of factors and inputs, as can be seen on the page below. The following pages will summarize the information and scenarios in an easier format to compare. All three of the cases (bull, base, bear) can be seen below.

# APPENDIX



## BULL CASE

### Fresh Family

#### ASSUMPTIONS

	Description	2025	2026	2027
Revenues	Growth rate	0.35	0.25	0.20
Cost of goods sold	Percent of sales	0%	0%	0%
Oper, selling and admin	Percent of sales	87%	85%	83%
R&D expenses	Percent of sales	0%	0%	0%
Interest rate (new borrowings)	Given	7%	5%	5%
Tax rate	Effective rate	47%	47%	47%
Dividend payout	Payout Ratio	0%	0%	0%
Cash (\$ minimum)	2018 Equivalent	25489.1	31861.375	38233.65
Accounts receivable (days)	Collection period	32.99	32.99	32.99
Inventory (days)	Inventory turnover	0.00	0.00	0.00
Fixed assets (days)	Fixed asset turnover	7.64	7.64	7.64
Deferred charges	Percent of sales	0.0%	0.0%	0.0%
Other assets	Percent of sales	9.77%	9.77%	9.77%
Accounts payable (days)	Payables period	0.01	0.01	0.01
Misc accruals	Percent of sales	10890.39%	10890.39%	10890.39%

#### FORECAST

Income Statement	Blend	2025		
		2025	2026	2027
Net sales	\$ 2,199,151	\$ 2,968,854	\$ 3,711,067	\$ 4,453,280
Cost of goods sold		0	0	0
Gross profit	\$ 1,934,799	2,968,854	3,711,067	4,453,280
Operating, selling and administrative expense	\$ 1,689,493	2,568,058	3,154,407	3,696,223
R&D expenses	-	0	0	0
Interest expense	22,135	24,348	23,618	22,909
Profit before taxes	212,781	376,447	533,042	734,148
Income taxes	99,551	176,123	249,387	343,476
Profit after taxes	\$ (30,286)	\$ 200,324	\$ 283,655	\$ 390,673
Dividends paid	\$ -	0	0	0
Balance Sheet		2025	2026	2027
Cash	\$ 44,943	25,489	31,861	38,234
Accounts receivable, net	199,842	268,373	335,466	402,559
Inventory	608	0	0	0
Total current assets	245,392	293,862	367,328	440,793
Fixed assets, net	285,686	388,714	485,892	583,070
Deferred charges	-	0	0	0
Other assets	163,155	289,972	362,465	434,958
Total assets	694,234	972,548	1,215,685	1,458,822
Notes payable, bank	284,562	313,019	297,368	281,717
Accounts payable	\$ 29,623	0	0	0
Miscellaneous accruals	312,010	421,213	526,516	658,145
Total current liabilities	626,195	734,232	823,884	939,862
Capital stock	-	0	0	0
Retained earnings		238,316	391,801	518,960
Total owners' equity	(34,347)	238,316	391,801	518,960
Total liabilities and owners' equity	68,039	972,548	1,215,685	1,458,822
New debt	694,234	0	0	0
		972,548	1,215,685	1,458,822



# APPENDIX

## BASE CASE

### Fresh Family

#### ASSUMPTIONS

	Description	2025	2026	2027
Revenues	Growth rate	0.25	0.17	0.15
Cost of goods sold	Percent of sales	0%	0%	0%
Oper, selling and admin	Percent of sales	87%	86%	85%
R&D expenses	Percent of sales	0%	0%	0%
Interest rate (new borrowings)	Given	7%	6%	6%
Tax rate	Effective rate	47%	47%	47%
Dividend payout	Payout Ratio	0%	0%	0%
Cash (\$ minimum)	2018 Equivalent	25489.1	29822.247	34295.58405
Accounts receivable (days)	Collection period	32.99	32.99	32.99
Inventory (days)	Inventory turnover	0.00	0.00	0.00
Fixed assets (days)	Fixed asset turnover	7.64	7.64	7.64
Deferred charges	Percent of sales	0.0%	0.0%	0.0%
Other assets	Percent of sales	9.77%	9.77%	9.77%
Accounts payable (days)	Payables period	0.01	0.01	0.01
Misc accruals	Percent of sales	10890.39%	10890.39%	10890.39%

#### FORECAST

Income Statement	Blend	2025	2026	2027
Net sales	\$ 1,934,799	\$ 2,418,499	\$ 2,829,644	\$ 3,254,091
Cost of goods sold	0	0	0	0
Gross profit	\$ 1,934,799	2,418,499	2,829,644	3,254,091
Operating, selling and administrative expense	\$ 1,689,493	2,109,641	2,433,494	2,765,977
R&D expenses	-	0	0	0
Interest expense	22,135	24,348	26,783	29,462
Profit before taxes	212,781	284,510	369,367	458,652
Income taxes	99,551	133,110	172,810	214,583
Profit after taxes	\$ 113,230	\$ 151,400	\$ 196,556	\$ 244,069
Dividends paid	\$ -	0	0	0
Balance Sheet	Blend	2025	2026	2027
Cash	\$ 44,943	25,489	29,822	34,296
Accounts receivable, net	199,842	218,623	255,789	294,157
Inventory	608	0	0	0
Total current assets	245,392	244,112	285,611	328,453
Fixed assets, net	285,686	316,655	370,487	426,060
Deferred charges	-	0	0	0
Other assets	163,155	236,218	276,375	317,832
Total assets	694,234	796,986	932,473	1,072,344
Notes payable, bank	284,562	313,019	344,321	378,753
Accounts payable	\$ 29,623	0	0	0
Miscellaneous accruals	312,010	390,012	456,314	533,887
Total current liabilities	626,195	703,031	800,635	912,640
Capital stock	-	0	0	0
Retained earnings	(34,347)	93,955	131,839	159,704
Total owners' equity	68,039	93,955	131,839	159,704
Total liabilities and owners' equity	694,234	796,986	932,473	1,072,344
New debt	0	0	0	0
	796,986	932,473	1,072,344	



# APPENDIX

## BEAR CASE

### Fresh Family

#### ASSUMPTIONS

	Description	2025	2026	2027
Revenues	Growth rate	0.15	0.09	0.08
Cost of goods sold	Percent of sales	0%	0%	0%
Oper, selling and admin	Percent of sales	87%	87%	87%
R&D expenses	Percent of sales	0%	0%	0%
Interest rate (new borrowings)	Given	9%	9%	9%
Tax rate	Effective rate	47%	47%	47%
Dividend payout	Payout Ratio	0%	0%	0%
Cash (\$ minimum)	2018 Equivalent	25489.1	27783.119	30005.76852
Accounts receivable (days)	Collection period	32.99	32.99	32.99
Inventory (days)	Inventory turnover	0.00	0.00	0.00
Fixed assets (days)	Fixed asset turnover	7.64	7.64	7.64
Deferred charges	Percent of sales	0.0%	0.0%	0.0%
Other assets	Percent of sales	9.77%	9.77%	9.77%
Accounts payable (days)	Payables period	0.01	0.01	0.01
Misc accruals	Percent of sales	10890.39%	10890.39%	10890.39%

#### FORECAST

Income Statement	Blend	2025		
		2025	2026	2027
Net sales	\$ 1,670,448	\$ 1,921,015	\$ 2,093,907	\$ 2,261,419
Cost of goods sold		0	0	0
Gross profit	\$ 1,934,799	1,921,015	2,093,907	2,261,419
Operating, selling and administrative expense	\$ 1,689,493	1,675,689	1,821,699	1,967,435
R&D expenses	-	0	0	0
Interest expense	22,135	25,455	29,274	32,201
Profit before taxes	212,781	219,871	242,934	261,784
Income taxes	99,551	102,868	113,658	122,477
Profit after taxes	\$ (30,286)	\$ 117,003	\$ 129,276	\$ 139,307
Dividends paid	\$ -	0	0	0
Balance Sheet		2025	2026	2027
Cash	\$ 44,943	25,489	27,783	30,006
Accounts receivable, net	199,842	173,652	189,281	204,424
Inventory	608	0	0	0
Total current assets	245,392	199,141	217,064	234,429
Fixed assets, net	285,686	251,520	274,156	296,089
Deferred charges	-	0	0	0
Other assets	163,155	187,628	204,515	220,876
Total assets	694,234	638,289	695,735	751,394
Notes payable, bank	284,562	327,247	376,334	413,967
Accounts payable	\$ 29,623	0	0	0
Miscellaneous accruals	312,010	358,811	391,104	426,303
Total current liabilities	626,195	686,058	767,438	840,271
Capital stock	-	0	0	0
Retained earnings				
Total owners' equity	(34,347)	(47,769)	(71,703)	(88,876)
Total liabilities and owners' equity	68,039	(47,769)	(71,703)	(88,876)
New debt		694,234	638,289	695,735
		0	0	0
		638,289	695,735	751,394



# APPENDIX

## **FINANCIAL STATEMENT SUMMARIZED**

<b>US\$</b> <b>Thousands</b>	<b>'24</b>	<b>'23</b>
<b>REVENUE</b>	<b>1,670</b>	<b>2,199</b>
A. Encampment	A. 911	
B. Janitorial	B. 222	
C. Exterior	C. 332	
D. Pressure Wash	D. 143	
<b>EXPENSES</b>	<b>1,557</b>	<b>2,100</b>
A. Oper/S&A	A. 1,446	A. 1,933
B. Income Taxes	B. 100	B. 157
C. Interest Expense	C. 11	C. 11
<b>PROFIT BEFORE TAX</b>	<b>213</b>	<b>255</b>
<b>A. Profit After Tax</b>	<b>113</b>	<b>98</b>





# APPENDIX

## FINANCIAL PROJECTIONS

### Projections for '25

US\$ Thousands	Base	Bull
REVENUE	2,418	2,969
A. Encampment	A. 1,354	A. 1,663
B. Janitorial	B. 339	B. 416
C. Exterior	C. 508	C. 623
D. Pressure Wash	D. 208	D. 267
EXPENSES	2,267	2,768
A. Oper/S&A	A. 2,100	A. 2,568
B. Income Taxes	B. 133	B. 176
C. Interest Expense	C. 24	C. 24
PROFIT	285	376
A. Profit After Tax	A. 151	A. 200



# APPENDIX



## FINANCIAL OUTLOOK

### FOR FISCAL YEAR '26 AND '27 BULL CASE

US\$ THOUSANDS	'27	'26	YOY CHANGE
REVENUE	3,711	4,453	20%
EXPENSES	3,427	4,062	18%
PROFIT	284	391	38%
TOTAL ASSETS	1,215	1,458	20%

## Financial targets

\$4,100,000  
REVENUE BY 2028

25  
ACTIVE CONTRACTS IN 2028

\$2,100,000  
ENCAMPMENT REVENUE BY 2028

## Future plans for growth

CONTINUE TO RAMP UP  
MARKETING TO SCALE

15%+  
STEADY REVENUE GROWTH YOY STARTING  
IN 2028





# APPENDIX

## SUMMARY OF FINANCIAL PERFORMANCE

- **PROFITABILITY & COST CONTROL:** HIGH PAYROLL TAX INFLATES COSTS. GOVERNMENT-FUNDED TRAINING PROGRAM WILL REDUCE HIRING EXPENSES AND IMPROVE MARGINS.
- **FINANCIAL STABILITY:** KEEPING DEBT-TO-EQUITY BELOW 1.0 AND CURRENT RATIO ABOVE 1.3 ENSURES STABILITY, ALIGNING WITH INDUSTRY BENCHMARKS.
- **REVENUE GROWTH & STABILITY:** EXPECTED 10%-25% GROWTH, BUT CONTRACT DEPENDENCE HAS CAUSED FLUCTUATIONS. NEW CONTRACTS SHOULD HELP STABILIZE REVENUE.
- **EXPENSE MANAGEMENT:** 87% OF REVENUE GOES TO OPERATING, SELLING, AND ADMIN COSTS. PREVAILING WAGE INCREASES PAYROLL EXPENSES, BENCHMARKING AGAINST COMPETITORS IS ESSENTIAL.
- **LIQUIDITY & ACCOUNTS RECEIVABLE:** RISING ACCOUNTS RECEIVABLE PERCENTAGE IMPACTS CASH FLOW. TIGHTER CREDIT TERMS AND COLLECTION STRATEGIES ARE NEEDED.





# APPENDIX

## FINANCIAL RECOMMENDATIONS

### Outlook

The findings indicate several key financial insights that will guide Fresh Family's strategic decisions. Janitorial services and waste collection maintain the highest profit margins, making these sectors financially attractive, while commercial building construction experiences the lowest profitability, with a declining trend of 0.9% YOY (year-over-year). This suggests that focusing on waste management and hazardous waste collection could provide Fresh Family with a more stable profit margin and predictable revenue streams.

Liquidity is a crucial indicator of financial health, measuring a company's ability to cover short-term liabilities. Industries with a current ratio of 1.3 or higher, such as demolition (1.35) and waste collection (1.4), maintain better financial flexibility. Comparatively, Fresh Family needs to ensure it maintains liquidity above this benchmark to mitigate financial risks associated with delayed payments from contracts.

Debt management is another critical factor. The hazardous waste collection industry has a high debt-to-equity ratio (1.5), indicating a heavy reliance on debt financing due to high compliance costs and specialized equipment. However, waste collection services maintain a more balanced debt ratio (0.9), signaling lower financial risk. Fresh Family should aim to keep its debt-to-equity ratio below 1.0 to maintain financial stability while investing in operational expansion.





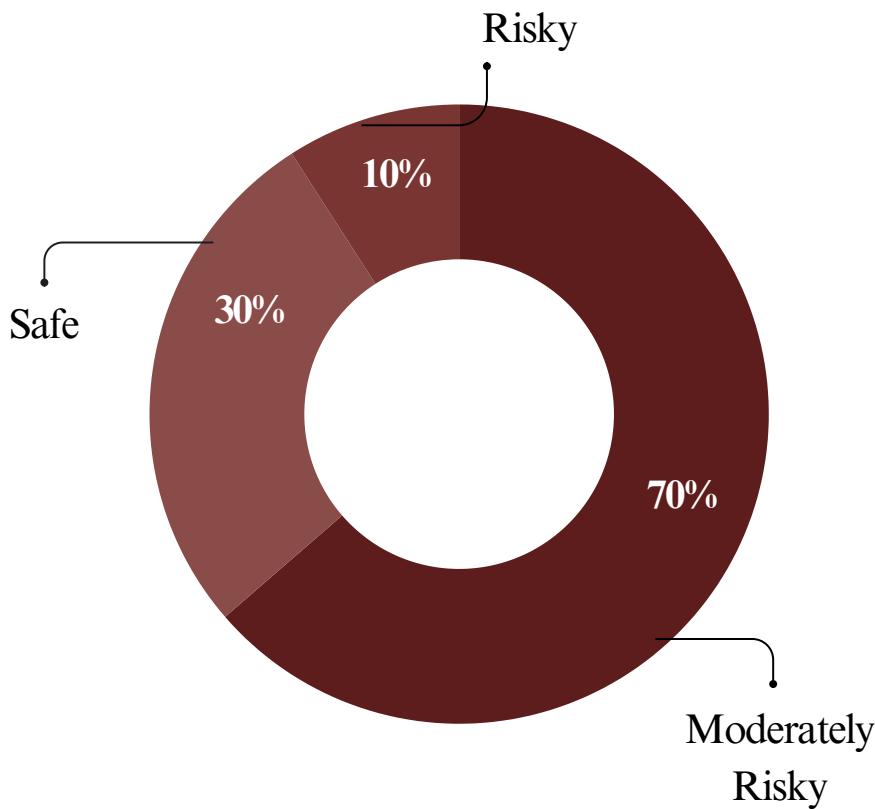
# APPENDIX

## **MARKETING STRATEGY IMPLEMENTATION: IMPLEMENTING A MARKETING BUDGET**

### **70-20-10 RULE**

Digital marketing on Facebook requires a strategic allocation of budgets to ensure effective outcomes. A useful framework that allows Fresh Family to make informed spending decisions is the 70-20-10 rule, which emphasizes an innovative marketing approach. Innovation is essential for attracting clients and driving growth. This framework divides marketing spending into three categories: 70% on safe and proven strategies, 20% on moderately risky initiatives, and 10% on high-risk, complex tactics (Chaffey, 2023).

The 70-20-10 rule serves as a helpful guideline for Fresh Family to make strategic decisions based on their marketing goals. This allocation can be adjusted depending on where the company is focusing its efforts — whether that's building brand awareness, generating new leads, or driving more traffic to Fresh Family's profile. According to Itonics Innovation, the 70-20-10 rule requires consistent tracking and monitoring. (Hoferer, 2023). Fresh Family should make incremental changes as their goals shift.



### **Breakdown**

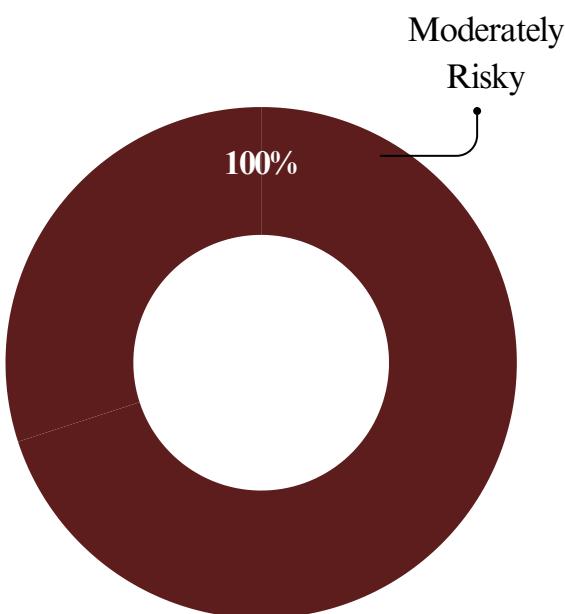
- **70% Safe:** focus on proven strategies and current offerings
- **20% Moderately risky:** focus on new market entry or a new audience and adjacent markets
- **10% Risky:** focus on experimental content



# APPENDIX

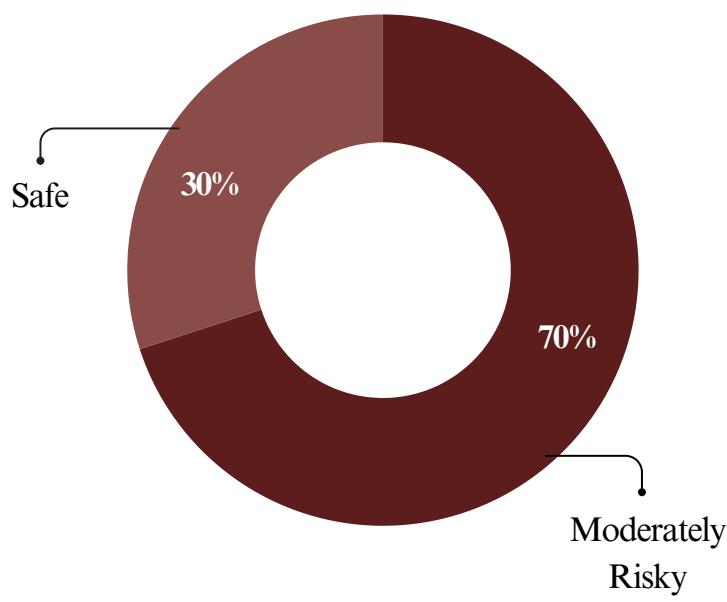
## **MARKETING STRATEGY IMPLEMENTATION: IMPLEMENTING A MARKETING BUDGET**

### **70-20-10 RULE**



### **Short-Term Budget Allocation**

To meet Fresh Family's short-term goals, the company should allocate 100% of its \$500 budget to Facebook marketing when entering the private market. According to Beyond Fifteen, smaller budgets are best spent focusing on one platform, as spreading the budget across multiple platforms could lead to running out of funds mid-month (Beyond Fifteen, n.d.). By concentrating the budget on Facebook, Fresh Family is more likely to achieve its short-term goals and build a stronger presence.



### **Long-Term Budget Allocation**

To meet Fresh Family's long-term goals, Fresh Family should allocate 70% to moderately risky initiatives on Facebook marketing to generate leads, build brand awareness, and drive traffic to Fresh Family's profile, while 30% of its marketing should focus on safe content such as money spent to improve its profile Google Business Profile, local marketing, networking, and SEO. Additionally, Fresh Family should be incrementally increasing their budget to reflect their future projected revenues.



# APPENDIX

## TARGET AUDIENCE: MARKETING PERSONA



## Property Manager: Persona

John Doe is a 34-year-old property manager at Maple Leaf Property Management firm located in Seattle. He began managing newly constructed and recently constructed rental properties that needs to be turned over to tenants quickly. John Doe is researching contractors who will maintain the new properties and get the complexes ready for tenants.

### WHAT FRESH FAMILY OFFERS

- **Final Cleaning;** get complexes ready for tenants - deep clean
- **Exterior Cleanup;** handle leftover debris, materials, and dirt from renovations
- **Pressure Washing;** exteriors, sidewalks, walkways, and patios maintenance
- **Hazardous Waste Removal;** clear hazardous waste from facilities

### PROPERTY MANAGEMENT GOALS & NEEDS

- **One-Stop Solution;** exterior cleaning and maintenance
- **Attention to Detail;** final cleaning services to satisfy tenants
- **Reliable Timeline;** accommodate urgent requests
- **Transparent Budgets;** plan budgets and avoid surprises



# APPENDIX

## EMERGING TRENDS IN REAL ESTATE

### Overall Real Estate Prospects

- More than 1 standard deviation above mean
- +/- 1 standard deviation of mean
- More than 1 standard deviation below mean

Rank	
22	Northern New Jersey
23	Palm Beach
24	Seattle
25	Jacksonville
26	NYC Other
27	Washington D.C. - Northern VA
28	Las Vegas
29	Orange County
30	Richmond
31	Columbus
32	Indianapolis
33	Kansas City
34	Los Angeles
35	Charleston
36	Denver
37	Minneapolis/St. Paul
38	Chicago
39	Memphis
40	Cincinnati
41	Oklahoma City
42	New Orleans

### Homebuilding Prospects

- More than 1 standard deviation above mean
- +/- 1 standard deviation of mean
- More than 1 standard deviation below mean

Rank	
1	Tampa/St. Petersburg
2	Fort Lauderdale
3	Inland Empire
4	Dallas/Ft. Worth
5	Atlanta
6	Phoenix
7	Houston
8	Boston
9	Minneapolis/St. Paul
10	Seattle
11	Washington D.C. - Northern VA
12	Detroit
13	Philadelphia
14	Chicago
15	St. Louis
16	Orlando
17	Charlotte
18	Los Angeles
19	San Francisco
20	San Antonio
21	San Diego



# APPENDIX

## FACEBOOK MARKETING CAMPAIGN

Creating an account with Meta Ad Manager is mandatory for generating Facebook ads. Through an Ad Manager account, one can create ads and track current ad campaign performances (Meta Ads Manager, n.d.).

Facebook has three different types of ads that Fresh Family can optimize:

- **Carousel Ads:** Displaying multiple service offerings (e.g., hazardous waste removal, janitorial services, exterior cleaning) with direct call-to-action buttons.
- **Video Ads:** Showcasing successful projects and testimonials to build credibility with property managers.
- **Lead Generation Ads:** Featuring pre-filled contact forms that allow property managers to request a quote or schedule a consultation instantly.

This report includes an example carousel ad and a video ad template Fresh Family can use. The templates are located on the following pages. Regarding lead generation ads, Facebook offers a step-by-step guide on producing a lead ad through Ads Manager (Meta Business Help Center, n.d.).



# APPENDIX

## FACEBOOK MARKETING CAMPAIGN

### Carousel Ad Example

Facebook carousel ads are comprised of the main description of the service, and below them are several pages highlighting the company. Figure 2 is an example of what the targeted user will see on their home screen.

 Fresh Family LLC  
Sponsored • 

Need a reliable partner to ensure a clean, safe, and inviting property – Fresh Family has your back!

- Power Washing:** Remove dirt, grime, and stains from sidewalks, siding, and driveways.
- Janitorial Services:** Maintain spotless lobbies, hallways, and common areas.
- Hauling and Hazardous Waste Removal:** Ensure the safety of tenants by maintaining a flawless property.
- Reliable & Professional:** On-time service tailored to your property's needs.



**Boost Curb Appeal Instantly!**  
Professional exterior cleaning for a polish and welcoming look.

[Learn More](#)



**Book You**  
Let's keep yo their best – r

 Like
 Comment
 Share
 Buffer


FIGURE 2



# APPENDIX

## FACEBOOK MARKETING CAMPAIGN

This example contains a total of four pages highlighting potential Fresh Family services of power washing, exterior building cleaning, and tenant move-out cleaning. The fourth page is a call to action to incentivize the user's interaction.

**IMAGE**

**Before/After of University of Washington Stairwells  
(same format as the ones on the website gallery)**

**Power Washing Restoration!**  
Key your exteriors and interiors fresh and clean. [Learn More](#)

FIGURE 3 - PAGE 1



**Boost Curb Appeal Instantly!**  
Professional exterior cleaning for a polished and welcoming look. [Learn More](#)

FIGURE 4 - PAGE 2

**IMAGE**

**Before/After of Hauling services at Office Building  
(same format as the ones on the website gallery)**

**Seamless Turnovers!**  
Ensure every unit is spotless and move-in ready for the next resident. [Learn More](#)

FIGURE 5 - PAGE 3



**Book Your Free Quote Today!**  
Let's keep your properties looking their best – message us now! [Learn More](#)

FIGURE 6 - PAGE 4



# APPENDIX

## MONDAY.COM TEMPLATE

### 1. Automated Alerts & Workflows



**Automation center**

Manage board automations

+ Add automation Search Filter

3 active automations

- + Add description When an item is created assign creator as Person  
Created by Danielle Levine · Updated Just now
- + Add description When Status changes to Done in draft move item to Done In Draft  
Created by Danielle Levine · Updated 7 days ago
- + Add description When Status changes to Done move item to Done August/Septe...  
Created by Danielle Levine · Updated 3 weeks ago
- + Add description When Status changes to Done move item to Done - April/May 20... and set status  
Created by Danielle Levine · Updated 3 weeks ago

Source: <https://js1019s-team.monday.com/boards/8704409997>

### 2. Agency Dashboard

Sales analytics

Boards / 3 | + Add widget

Total target  
**\$150,700**

Total actual to date  
**\$148,210**

Sales activity by rep

Category	Meeting	Call summary	Demo	Total
Meeting	~15%	~25%	~60%	~148,210
Call summary	~25%	~15%	~60%	~150,700
Demo	~60%	~20%	~20%	~60%

Forecasted by month

Month	Forecasted Value
Jan	\$150,700
Feb	\$100,000
Mar	\$120,000
Apr	\$80,000
May	\$90,000
Jun	\$60,000

Pipeline breakdown

Stage	Value
Lead	\$115K
Proposal	\$90K
Negotiation	\$56K

Quota attainment to date

Rep	Quota Attainment
Rep A	\$280K
Rep B	\$300K
Rep C	\$250K

Source: Monday.com Blog. "Monday CRM vs. Zoho CRM: A Side-by-Side Comparison Guide."



# APPENDIX

## MONDAY.COM TEMPLATE

### 3. Deal Tracker



#### Deal Tracker ▾

[Integrate](#) [Auto](#)
[Main Table](#) [...](#) [Kanban](#) [+](#)
[New deal](#) [Search](#) [Person](#) [Filter](#) [Sort](#) [Hide](#) [Group by](#) [...](#)

#### Active Deals

	Deal	Stage	Owner	Contacts	Priority	Deal length	Deal Value	Close Date	Deal creation date
<input type="checkbox"/>	> UW Full-Clean 4	<a href="#">Discovery</a>		Madison Doyle	High	46 Days	\$70,000	Mar 28	Jan 28
<input type="checkbox"/>	Seattle Encampme...	<a href="#">Proposal</a>		Phoenix Levy	Medium	32 Days	\$95,000	Mar 27	Feb 11
<input type="checkbox"/>	Westfield Demolition	<a href="#">Negotiation</a>		Leilani Krause	Medium	26 Days	\$78,000	Apr 28	Feb 17
<input type="checkbox"/>	U-District Property ...	<a href="#">Proposal</a>		Leilani Krause +1	Low	1 Days	\$110,000	Apr 5	Mar 14
<input type="checkbox"/>	Commercial Waste ...	<a href="#">Lost</a>		Noah Bennett	High	1 Days	\$85,000	Mar 15	Mar 14
<input type="checkbox"/>	Housing Cleanup	<a href="#">New</a>		Rachel Green	Low	1 Days	\$120,000	Apr 17	Mar 14
<a href="#">+ Add deal</a>									
<span style="background-color: purple; width: 20px; height: 10px; display: inline-block;"></span> <span style="background-color: red; width: 20px; height: 10px; display: inline-block;"></span> <span style="background-color: green; width: 20px; height: 10px; display: inline-block;"></span> <span style="background-color: blue; width: 20px; height: 10px; display: inline-block;"></span> <span style="background-color: grey; width: 20px; height: 10px; display: inline-block;"></span> <span data-cs="4" data-kind="parent"></span> <span data-kind="ghost"></span> <span data-kind="ghost"></span> <span data-kind="ghost"></span> <span>17.833 Days avg</span> <span>\$558,000 sum</span> <span data-cs="2" data-kind="parent"></span> <span data-kind="ghost"></span> <span>Jan 28 - Mar 14</span>									

Source: <https://js1019s-team.monday.com/boards/8704319549>



# APPENDIX

## FACEBOOK MARKETING CAMPAIGN

### Carousel Ad Example

#### **Video Ad Template** (for power washing/external cleaning & janitorial services)

The following ad template was generated with the help of ChatGPT after being given the following prompt: "The company Fresh Family (<https://freshfamilyco.com/>) specializes in hazardous waste removal, janitorial, demolition, and power washing/ external cleaning services. They are trying to enter the residential property management private market sector by utilizing Facebook ads. Can you generate an example template for a Facebook video ad for their power washing/external cleaning services and janitorial services?"

Video Theme: First Impressions Matter

#### **Scene 1:** Attention-Grabbing Hook (0-5 seconds)

- Visual: A split-screen before-and-after of a dirty apartment exterior being power washed.
- Voiceover/Text on Screen:
- "Property managers—do your buildings make the right first impression?"
- Text Overlay: "Dirt, grime, and messy common areas drive tenants away!"

#### **Scene 2:** Introducing Fresh Family (5-10 seconds)

- Visual: Quick clips of Fresh Family professionals power washing a sidewalk, cleaning an apartment lobby, and removing trash from a dumpster area.
- Voiceover/Text on Screen: "Fresh Family keeps your properties spotless—inside and out!"
- Text Overlay:  Power Washing |  Janitorial |  Exterior Cleaning

#### **Scene 3:** Power Washing Transformation (10-20 seconds)

- Visual: Close-up of a power washer removing built-up grime from a building's exterior, sidewalk, or driveway.
- Voiceover/Text on Screen: "Say goodbye to stains, dirt, and weather damage with our professional power washing!"
- Text Overlay: "Boost curb appeal & tenant satisfaction!"



# APPENDIX

## FACEBOOK MARKETING CAMPAIGN

Scene 4: Janitorial Excellence (20-30 seconds)

- **Visual:** A Fresh Family crew member vacuuming a hallway, wiping down high-touch surfaces, and taking out trash.
- **Voiceover/Text on Screen:** "Reliable janitorial services to keep your property clean and welcoming for tenants."
- **Text Overlay:** "From lobbies to hallways – spotless, every time!"

Scene 5: Call to Action (30-35 seconds)

- **Visual:** Smiling Fresh Family crew member standing in front of a freshly cleaned property, waving at the camera.
- **Voiceover/Text on Screen:** "Book your FREE estimate today—your tenants will thank you!"
- **Text Overlay:** Call or Message Now! [Insert Contact Info]

**END OF REPORT**