



PDX Urban Gardens: Team Green Thumbs

Client Project Final Report

Abstract

This document is provided for the owner of PDX Urban Gardens for the purpose of making an informed decision from our analysis and recommendations that could provide an increase of revenue so that Kyle can make running PDX Urban Garden a full-time profitable source of income.

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BA 495: Business Strategy

Executive Summary

Our client for this program was PDX Urban Garden. The company has a mission statement to spread awareness about the benefits of edible and pollinator landscaping and aims not only to raise awareness of edible landscaping, but also to manufacture and sell handmade products using grown and harvested plants.

Together with the company's founder, Kyle Leslie-Christy, to deliver the data and tools to make the informed decisions needed to continue to perform and grow in the edible landscaping gardening industry and drive the results that go along with it. It is the purpose of this paper to provide targeted suggestions.

First, we analyzed the company's problems using industry environmental analysis, competitive analysis, market analysis, internal analysis, and supply chain analysis. The problem that emerged was the lack of a portfolio showing the work and product lines for doing business in different industries. Without a clear marketing strategy, large-scale business plan, effective supply chain management, and advanced accounting and financial management systems in place, the company is currently dealing with inefficiencies and low profitability.

Given the results of these analyses, and the company's mission statement, our most recommended solution is to offer free samples of skin care products and vinegar as a thank you for commissioning a landscaping project after each landscaping project. Giving and providing additional landscaping services that can generate income during what appears to be a downturn for the landscaping industry. This way PDX Urban Garden can spend the first few months investing in the simple marketing plan described.

From the above, we have concluded that we can cover most of the problems that PDX Urban Gardens currently faces.

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Introduction

PDX Urban Garden

During BA 495: Business Strategy class, we, The Green Thumbs, are grateful for the privilege of working with Kyle Leslie-Christy, founder of PDX Urban Garden, to examine what his business should be for its customers and how it embodies them.

PDX Urban Garden's mission is to spread awareness about the benefits of edible and pollinator landscaping. Specifically, instead of lawns, moss carpets, thyme, oregano and strawberry borders in bloom, yarrow shrubs, bean, pea and pumpkin trellises, blueberry fence lines, artichoke buzzing, and high swaying trellises of hyssop and bee balm in a sustainable manner. We agreed with these ideas and teamed up with him to better serve you.

We analyzed the company using a variety of methods (see Table of Contents), including SWOT analysis and market analysis, and worked hard to correct the weaknesses that emerged while building on its strengths, which are summarized in this report.

Team Mission

To provide the client (Kyle) with the data and tools needed to make an informed decision to continue performance and growth in the edible landscaping garden industry.

Client Problem Statement

PDX Urban Gardens' problems are due to a lack of having a portfolio of work and product lines to show case the various industries that business is conducted. The company is currently operational inefficient and dealing with low profitability due to the lack of a clear marketing strategy, a large-scale business plan, effective supply chain management, and installation of advanced accounting and fiscal management systems. The following are issues PDX Urban Gardens faces:

- **Weak Marketing Strategy:** PDX Urban Gardens lacks an effective marketing plan to raise awareness of and generate demand for its services and goods. The company's ability to acquire and keep consumers is affected by this, which eventually impacts revenue growth.

- **Incomplete Business Plan:** PDX Urban Gardens cannot establish clear goals, recognize potential opportunities and risks, or create a roadmap for future growth because it lacks a clear business strategy. As a result, the business finds it difficult to manage resources effectively and make informed decisions.
- **Inefficient Supply Chain Management:** PDX Urban Gardens' supply chain management is now inefficient, which causes problems with inventories and increased material prices. These difficulties directly affect the business's capacity to meet customer demands and keep a competitive edge in the marketplace.
- **Underdeveloped Accounting and Financial Management:** PDX Urban Gardens finds it difficult to track its finances, track data, and ensure regulatory compliance because the company's current accounting and fiscal management procedures lack sophistication. The company is placed in a position where it faces financial risk and cannot make decisions based on the data.

Company Vision's/Goals

PDX Urban Garden's vision is to encompass botanicals, local flowers, & regenerative landscaping as vehicles for economic and ecological resilience. While PDX Urban Garden's mission is to promote and support environmental resilience through regenerative products and services.

Short-term goals:

PDX Urban Gardens short term goals are as followed:

- Organizing and stabilizing all these aspects, which were mentioned in the problem definition.
- Create an effective marketing strategy.
- A deeper understanding of the gardening industry through licensing by the State of Oregon.
- Control in place to account for the numbers concerning financing, accounting, inventory, ledgers, etc.
- Focus on profitable services and products.
- Faster product development outside of self.

Long Term Goals

PDX Urban Gardens long term goals are as followed:

- Obtaining profitability to acquire green spaces to operate business.
- Business is successful enough to have as a full-time job or a profitable side job.
- Acquire help like hiring workers, volunteers, or community events, leading to less manual labor.

Industry Environment Analysis

Industry Overview

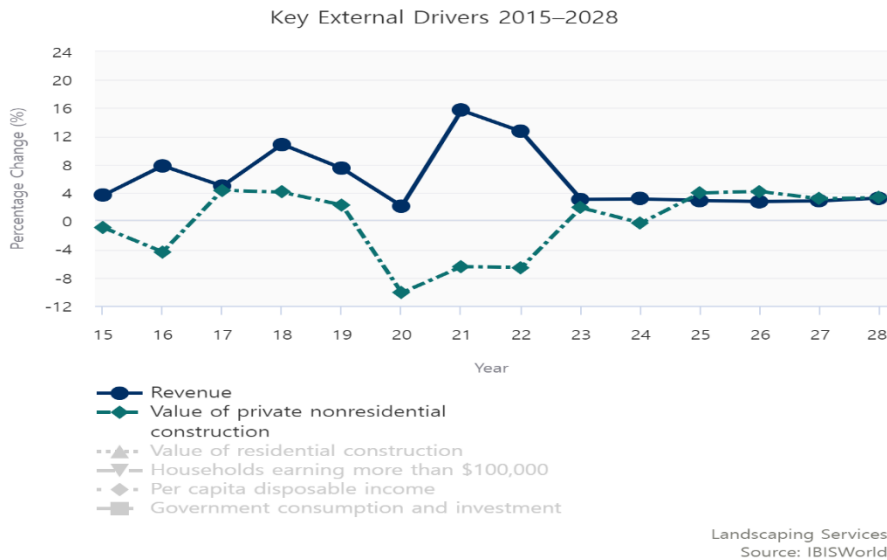


Figure 1: Industry Growth Chart

The landscaping services industry encompasses a wide range of businesses that specialize in the design, installation, and maintenance of outdoor spaces. These services can be provided to residential, commercial, and public properties, with the goal of enhancing the aesthetic appeal and functionality of the landscape (IBISWorld, 2023). Economic conditions, environmental awareness, and competitive landscape can be key factors that influence the industry.

Landscaping services are influenced by the overall economic climate, including housing market trends, construction activity, and consumer spending on home improvement. Environmentally, the growing emphasis on sustainable practices and environmentally friendly landscapes has led to a shift in preferences and increased demand for eco-conscious landscaping services. Lastly, the industry is highly fragmented, ranging from small local businesses to large national chains.

Competition can vary based on geographic location and service specialization. Landscaping industry also has few challenges for the business (U.S. Landscaping Market, 2020). Finding skilled workers in the industry can be challenging, as landscaping requires a combination of knowledge in horticulture, design, and technical skills. In addition, the industry's seasonality can present challenges in terms of managing cash flow, maintaining a consistent workforce, and keeping business operations running during slower months. Significantly,

compliance with local regulations, permits, and licensing can add complexity and costs to landscaping businesses.

The industry metrics above are quantifiable measured from the IBIS world, and it basically provides the basic statistics of the landscaping industry in the United States. This will help our client to see how industry works and make reasonable decisions with efficiency and profitability. Overall, the revenue and employment growth are expected to continue to grow in coming years. By increasing our client's professional landscaping services and interest in sustainable practices, Kyle can have a good opportunity for his long-term success in Oregon landscaping area.

PESTEL

PESTEL analysis is significant external factors that provides how business can be impact in the industry. This will give access to our client to make marketing decisions to oversee risks and opportunities. It stands for Political, Economic, Social, Technological, Environmental, and Legal factors. The image of PESTEL analysis is provided in appendix page (See Figure A-1: PESTEL Analysis).

Political Factors

The political factor within Kyle's business could be influenced by Oregon's regulations concerning chemicals and pesticides. These regulations can cover areas such as licensing, insurance requirements, safety standards, environmental practices, and labor laws (Oregon Landscape Contractors Board Laws, Rules & Business Practices Guide, 2019). Changes in regulations can affect how landscaping companies operate and may require adjustments to business practices or additional compliance costs. For instance, Oregon regulates chemical disposal in certain business or urban areas (Oregonmetro.org, 2023). This can be a significant political factor, which our client must consider and review. There are also policies that determine water usage for certain residential or business areas (Oregon Landscape Contractors Board Laws, Rules & Business Practices Guide, 2019). Lastly, changes in labor laws and regulations might impact the business industry for cost of labor for landscapers.

Economic Factors

The landscaping industry can be dependent on the state economy for investment. Public entities, including municipalities, parks departments, and schools, may allocate budgets for landscaping and maintenance services. Government spending on infrastructure projects and public spaces can contribute to the demand for landscaping services in the municipal sector. For example, according to the U.S. Census Bureau, the population of Oregon declined by 0.38% from 2021 (census.gov). This suggests that there are fewer opportunities for landscapers to have contracts with customers. Furthermore, landscaping services are considered discretionary expenses, meaning they are often dependent on consumers' disposable income and spending patterns. During periods of economic growth and increased disposable income, consumers are more likely to invest in landscaping projects and maintenance services. Conversely, during economic downturns or recessions, consumers may reduce spending on non-essential services, impacting the demand for landscaping.

Socio-Cultural Factors

Socio-cultural factors in the landscaping service industry refer to the social and cultural influences that shape customer preferences, behaviors, and trends. Aesthetic preference is one significant factor that can influence the landscaping industry. These factors include individuals from diverse cultures and demographics that have varying tastes and styles when it comes to outdoor spaces. The business needs to understand and cater to the specific preferences and trends of their target customer base, which can include factors such as plant selections, color schemes, and the use of outdoor amenities. The desire for outdoor living spaces and recreational areas has become increasingly popular. Customers in the Oregon area often seek landscaping services that provide functional outdoor spaces for activities such as dining, entertaining, gardening, and relaxation. According to the Oregonian magazine, there has been a growing interest in outdoor living spaces in Oregon (Oregonlive.com, 2021). This trend has led to an increased demand for features like outdoor kitchens, fire pits, seating areas, and recreational amenities like swimming pools or sports courts.

Porter's Five Forces Model

The Five Forces Analysis of PDX Urban Gardens is presented in detail in this part of the report. This analysis is an essential tool for comprehending Oregon's landscaping industry's competition and market environment. The Five Forces tool created by Michael Porter analyzes the threats of rivalry, threats of new entry, bargaining power of customers, bargaining power of suppliers, and finally threats of substitutes. By analyzing these five forces, we can identify the potential opportunities and determine the challenges PDX Urban Gardens faces and provide strategic recommendations to strengthen its position as a competitor in the market. This thorough analysis of the market dynamics will help PDX Urban Gardens to navigate its way effectively and establish the company's presence in its competitive market landscape.

Threats of Rivalry - High

Due to the number of competitors, the landscaping industry, especially in Oregon, is marked by strong rivalry. These competitors are mostly local small businesses that are spread out over the state, and each provides distinctive, diverse services. It is difficult for a single business, like PDX Urban Gardens, to gain a competitive edge due to this distinction. Because of the strong rivalry, companies are constantly required to develop and adapt to provide clients with better and unique services.

Threats of New Entry - Medium

With low start-up costs for small businesses, there are few barriers to hinder entry into the landscaping industry. Potential competitors can simply start small and grow their businesses over time. In addition, the more financial resources available for new entrants at their disposal, the easier it becomes for one to establish a presence in the market, attract new customers, and compete with existing companies. For PDX Urban Gardens to maintain its market position in the face of this medium threat, caution is necessary.

Bargaining Power of Customer – High

Clients have a significant impact in the landscaping sector due to the saturated level of competition and range of options available. Customers are often price-conscious; however, some companies can limit their costs if they provide a unique service. Moreover, the range of potential

customers decreases as the number of homeowners decreases. Competition among the remaining customers, who now have more power to bargain on costs or choose a different service provider, increases due to the reduction. To keep the revenue flowing, PDX Urban Gardens must focus on customer satisfaction.

Bargaining power of suppliers - Low

Like other companies in the landscaping sector, PDX Urban Gardens supplies its raw materials from a range of vendors. Due to the quantity of service providers, there is little reliance on anyone, which enables companies in the industry flexibility to switch suppliers when needed. With this range of suppliers, supply chain disruptions are minimized and can be efficiently controlled without having a significant negative impact on PDX Urban Gardens' operations.

Threats of Substitutes - Medium

The landscaping industry is threatened by a multitude of alternatives, such as artificial turf, pools, and ponds, that homeowners may build in their backyards in place of traditional gardens. Additionally, DIY soilless vertical gardens are becoming more popular, and hydroponic growing systems can offer an alternative to the traditional landscaping approach. These alternatives pose a mid-level threat to PDX Urban Gardens, forcing continuous innovation to maintain its competitive advantage and relevance. PDX own innovations could be designs that allow clients to double the quantity of edible landscaping within a set are by way of historical growth methods, such as the three sisters, or trellises to shade plants that grow best in low light levels.

Competitive Analysis

Strategic Group

When analyzing the existing competitors that PDX Urban Garden in the Portland Metro area to obtain a market share that is edible landscaping industry. The analysis focuses on the promotion strategies in use, target market, and product offerings. Further was obtaining their pricing to compare with that of PDX Urban Gardens; however, one competitor declined to provide such information. While conducting our research we reached out to five local competitors: Portland Edible Gardens, Symbiop Landscaping, Portland Food Forest Initiative, Rhythm Seed Farms, and Wild Roots Edible Landscaping.

Of the five competitors, Portland Edible Gardens has been in the industry longest since beginning in 2013 while other competitors are like that of PDX Urban Gardens and have been in business two to three years, with Portland Food Forest being the most recently registered in 2022. It was discovered that PDX Urban Gardens already has a competitive advantage over Wild Root Edible Landscaping as they are not currently registered with the Oregon Secretary of State.

Below is a table to visually summarize the competitors' strengths and weaknesses to each other, along with showing how long each has been working in the industry of edible landscaping and/or food forest landscaping. It is important to note that, currently, our goal is for PDX Urban Gardens to achieve the same level of success as Symbio Landscaping, with long term goals of reaching too success of Portland Edible Gardens.

Strategic Group	Portland Edible Gardens	Symbiop Landscaping	Portland Food Forest	Rhythm Seed Farms	PDX Urban Garden	Wild Roots Edible Landscaping
Established	2013	2021	2022	2021	2020	2021
Strengths	Website and social media Partnerships	Retail shop Websites Partnerships	Website and social media	Website and social media Retail shop Partnerships Marketing Events	Website, social media	Social media
Weaknesses	None	Restriction to answering quotes one day a week	Provides service does not have license for	Not license to provide landscaping service	Lack portfolio work No license No market strategy	Small following Not registered or license at time

Figure 2: Competitive Strategic Group Comparison Chart

The analysis did show that Portland Edible Garden's and Symbiop Landscaping held a competitive edge over PDX Urban Garden. A review of their marketing strategy was a heavy utilization of their website. The two have designed their websites in a way that allows prospective customers to inform the business of their landscaping vision and requirements. However, as Symbiop has two forms of businesses, Gardening Shop and Landscaping, it could be seen as difficult to navigate, whereas Portland Edible Gardens' own website was simple, educational, and easy to navigate. Even with these similarities the two provide different services, in that Portland Edible Gardens focuses on the installation of edible gardening, education, and support to customers, whereas Symbiop Landscaping created services that invite customers to utilize their business for installation, but also monthly maintenance to generate a form of continuous income all year and during the off season for landscaping businesses.

Scope of Existing Competition

As we have discussed, PDX Urban Gardens' mission is to spread awareness about the benefits of edible and pollinator landscaping (About, 2023). Like PDX Urban Gardens' mission, the company faces competition that also seeks to do the same through food forest, edible gardening, and native landscaping. Due to the limited information that each competitor would provide when contacted we are only able to compare the cost of consultation and services each competitor provides to differentiate themselves from each out. Below is the industry positioning

map for PDX Urban Gardens' competitors based on the consultation prices and the target income of a potential client.

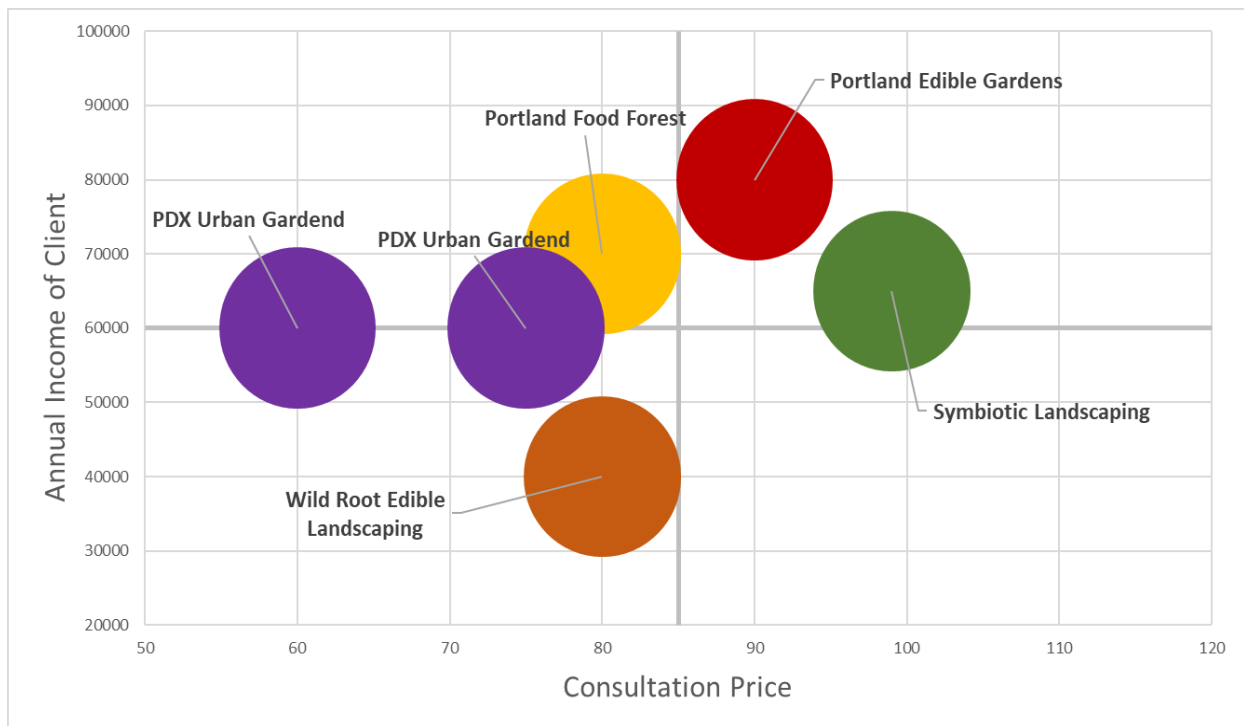


Figure 3: Competitive Positioning Map

Note that most of them fall in the category of seeking customers that fall under the upper middle to high class individuals that would have the ideal levels of income to afford their special tyle of service. As we can see, PDX Food Forest, Portland Edible Gardens, and Symbiotic Co-Op all charge similar prices for consultation fees and the correlation to that cost with the target household income of a potential client. At this time PDX Urban Garden does not charge a consultation fee, but based on our analysis and presentations, PDX Urban Gardens is looking to charge \$65. This is below the competitor's price and would be an advantage. Another option is charging \$75 for commercial consultations, or if a job would be installation and maintenance before and after.

Customer Perception

From the analysis of the competitors that have a greater edge in the industry, we can see that by using their websites Portland Edible Gardens and Symbiop Landscaping utilize client's feedback on the work done to create a word-of-mouth marketing strategy. This, along with

Google reviews, allows for potential clients to see positive responses from others that utilize their services and create a higher potential of being retained for new jobs.

Currently PDX Urban Garden lacks utilizing this same marketing strategy within their website. To also include creating content post on all social media platforms of PDX Urban Garden before and after transformations of a client's garden. This is clear in the lack of perception as will be discussed in our marketing analysis after this section, when we conducted a survey asking individuals if they had ever heard of PDX Urban Garden. The lack of customer perception needs to improve if PDX Urban Garden hope to reach the goals set out.

Analysis for PDX Urban Gardens

Analysis for Key Competitors

Below we will discuss the analysis of PDX Urban Gardens' key competitors in order of their perceived standing in the industry by analyzing their target market, pricing, products offer, and marketing strategies that makes them stand out in comparison to each other and PDX Urban Gardens.

Portland Edible Gardens

Portland Edible Gardens is the longest registered business of all competitors, having obtained LLC status in 2013 and licenses with the state to do all six phases: standard, irrigation, backflow, planting, arborist, and modified. Due to this Portland Edible Gardens is considered the highest competitor PDX Urban Gardens faces in the industry of edible and food forest landscaping. By obtaining a longer standing in the industry Portland Edible Gardens has been able to fine tune the business and marketing strategy to have the success of being in business for over ten years and counting. This is especially important as all other competitors mentioned are new to the industry, having begun to establish themselves within the last one to three years.

Target Market	Pricing	Product Offering	Marketing Strategy
Residential and commercial clients Focus on middle to upper high class	Consultation and design \$90 No further details given	Raised garden beds Garden maintenance Garden mentorship Seasonal planning	Google ads early on Website Facebook, Instagram Twitter Newsletter

Figure 4: Portland Edible Gardens Analysis Chart

As mentioned above in the strategic group section, Portland Edible Gardens had the most user-friendly website of all competitors, along with beautiful photos of work the company has done over the years, and prior client testimonials. What information was gathered through direct contact with the owner allowed for an understanding of why Portland Edible Gardens has been in the business for so long. At the start of the business, owner Ian Wilson paid to have Google advertising done to promote Portland Edible Gardens. As knowledge of the business and the level of work provided became known Wilson stopped paying for ads and focused on the company's website and social media of Facebook, Twitter, and Instagram. Of the five competitors, Portland Edible Garden has a larger following on all platforms.

The utilization of social media also plays a heavy role in business success, with post on workshops scheduled that include a link to Eventbrite, an event service site that allows individuals to buy a spot to the event for a small service fee. And even partnerships with other companies to promote their business, with followers able to use discount codes when they make a purchase. This means that the partnership knows when a customer comes from Portland Edible Gardens and in thanks to generating income to their business, will kickback a small percentage of sales. These partnerships can be mutually beneficial if the other party also posts similarly to click a link for a discount of services from Portland Edible Gardens.

Furthermore, Portland Edible Gardens website also allows for clients to fill out to provide landscaping goals, request additional information about services, experience gardening, and details about general layout of the clients' own garden. This layout, in comparison to another competitor that utilizes the same design, allows for one of the biggest advantages to respond properly to clients' request and structure the initial contact in a way that encourages said client to select Portland Edible Gardens as the landscaper for their property.

Symbiop Landscaping

Symbiop is a competitor that also does business as (DBA) Symbiop Landscaping and Garden Shop and is registered with Oregon Secretary of State as a cooperative. Symbiop differentiates itself from all competitors due to being filed as a cooperative, as this is owned and run jointly by each member. It is because of this that Symbiop can DBA a garden shop and landscaping business, as the eight owners each are able to divide their focus between the two

forms of business provided. Symbiop is set up like that of another competitor that will be discussed, Rhythm Seed Farm, but the garden shop sells more than just seeds to clients.

Symbiop website is one of their best marketing tools, as the website for the landscaping section has over a dozen photos of commercial and residential photos of prior work the company has completed, along with a small expert of what brought the client to them, and what was done to give the client what they requested. This gives new clients the ability to visually see their work and encourages them to seek out Symbiop for their service. The website provides cost up front of being lower end landscaping cost, while also requesting a minimal fee of \$1350 to hire. Their reasoning is that these lower cost jobs are great for smaller landscaping businesses run solely by the owner with or without an employee, or partnership.

Target Market	Pricing	Product Offering	Marketing Strategy
Large property owners Environmental conscious owner	Consulting for maintenance \$50 and \$190/month Design and installation \$99, requires job bids over \$1350.	Landscape maintenance Food Forest Raised Garden beds	Website Facebook Instagram Google Reviews

Figure 5: Symbiop Landscaping Analysis Chart

However, the website also includes a section for clients looking to hire the company by providing details of their requested needs that will assist Symbiop in preparing a consultation with the prospective client. Having this information, like that of Portland Edible Gardens, gives Symbiop the advantage of strategically planning how the discussion will take place when they contact the client. The downfall that Symbiop has is they restrict to only responding to request from the website on Fridays between 11 a.m. and 3 p.m. For a client that sent in a request Saturday, waiting a week for a response from the company could allow another company to sweep in with a bid and schedule to begin work before Symbiop makes contact. This delay could mean a loss of potential income as clients expect responses within 24 to 48 hours (about 2 days) of contact with a business. Symbiop also restricts their landscaping hours to Monday through Friday from 9 a.m. to 5 p.m.

Having the gardening shop however means that the business can create a large profit from their services and selling of natural products made by the business or local business owners (a great retail location for PDX Urban Gardens own products), but selling of starts, seeds, gardening tools, and more. With over a thousand items offered for retail, Symbiop can vet what landscaping jobs they will take and accept some potential clients may not be patient enough to await a response back, but those that do will have a higher possibility of retaining the company for the landscaping service.

Portland Food Forest Initiative

Portland Food Forest differentiates from that of PDX Urban Gardens as the company in question focuses on the consultation and design of a food forest. A food forest is trees that provide the user with nuts and fruit, give shade to the growth of edible mushrooms, herbs, and berries. Portland Food Forest Initiative indicates on their website that a food forest can be done by utilizing only 50 square-feet of space, thou ideally it is recommended to utilize anywhere from 1/30-1/10 or an acre of property for a food forest to yield enough food for a family of four.

Like that of the previous competitors, Portland Food Forest Initiative utilizes a well-designed website that provides contact information directly to the company, pricing for consultation and design work up front, and fillable portions to request for services. For example, a client can ask for assistance on tree pruning and by filling out the necessary request provided Portland Food Forest Initiative the type of trees, condition, and number for a proper quote to be given at the time someone contacts the client. Whereas the request for consultation and design is simple to allow contact information and a brief message.

Furthermore, Portland Food Forest provides their Oregon license number to clients on the website to give them the peace of mind that they are legally able to provide their services, and that should a client wish, they could find them through the state's website to verify what service they can provide. Portland Food Forest is only able to provide planting and no other services. This is a concern as to provide tree pruning, Portland Food Forest would also need to have the arborist phase credential included.

Target Market	Pricing	Product Offering	Marketing Strategy
Large land property owners Urban and rural food forest Interested in stewardship of yard	Urban consultation and design at \$80/hr. Rural consultation at \$200 and design work at \$80/hr.	Consultation Food Forest focus Fruit tree pruning	Website Facebook Instagram Craigslist Google Reviews

Figure 6: Portland Food Forest Initiative Analysis Chart

Rhythm Seed Farm

Rhythm Seed Farm has been registered with Oregon Secretary of State since 2021, yet as a new business in the industry they have managed to grow two folds by providing landscaping services and retail. Like most of the competitors listed, the company has a website that clients can utilize to contact them. When visiting their website, you are given a notification that they have redesigned it for returning and prospective clients to have the ability to learn more about the company and notify of new membership model. This new membership model is a great tool that Rhythm Seed Farm will be able to utilize as a great marketing tactic. Unlike other competitors, Rhythm Seed Farm does not provide much information about their pricing, except that of the cost of their annual membership.

This membership is \$120 per year that gives members access to events and priority registration to said event, discounts to products, and free seed giveaway. Utilizing the membership by providing discounts and free seed samples allows Rhythm Seed Farm to bring clients to purchase the selection of seeds they have available to purchase. The company currently has an inventory divided into four categories: Rare and Unique (21), Herbs and Medicinals (34), Flowers (19), and Vegetables and Edibles (56). Each seed costs \$5 each for clients to purchase, and clients can have their order shipped for a price, or have their order picked up within 2-4 days at the business location on Prescott Street.

Not only does the membership help generate income from the seed retailing, but Rhythm Seed Farm can also utilize the membership to provide discounts for the landscaping service they have to offer. And should a member already be using the landscaping service, they may be inclined to give the discount to a friend or family member that has shown an interest in creating a similar design, but the cost has held them back. Further, due to their ability to sell seeds at their

retail location, the company can also install their own plants grown from said seeds into the gardens they design and install. This will encourage clients to continue to purchase seeds. As an established client, when they receive free seed samples, they may use them, or give them to friends and family to try. This once again allows the membership to help create new clients from current. At this time, it is unknown if this is the case for use of discounts and seed samples, but it would be a great marketing option for PDX Urban Garden.

However, this company is not currently licensed to provide landscaping in Oregon. Should PDX Urban Gardens obtain their license they would have an advantage over the services of landscaping when compared to Rhythm Seed Farm. Nor were we able to obtain any additional information such as consulting prices and known marketing strategy for landscaping.

Wild Root Edible Landscaping

Compared to other competitors, Wild Root Edible Landscaping is not registered with the Oregon Secretary of State, and it is the only competitor without a website for clients to utilize. In addition, the companies' only form of marketing strategy is that of social media pages on Facebook and Instagram. From a deep look on Facebook, Willd Root Edible Landscaping is new to the industry, having created the page in February of 2021, a year after that of PDX Urban Gardens. Comparing the two social media platforms that both companies use, Wild Root Edible Landscaping only has 17 followers on Facebook and 1,733 on Instagram, while PDX Urban Gardens has 213 followers on Facebook and 1,609 on Instagram.

Additionally, unlike that of PDX Urban Gardens that provides detail designs, cost breakdown of plants and materials, and installation; Wild Root Edible Gardens does not have a pricing structure for these kinds of cost, and instead calls local competitors, such as 7 Dees, as if they were a prospective client. This allows them to collect data from a competitor and create a bid in a way that they can adjust it for profit while undercutting the cost of a competitor. Should PDX Urban Gardens grow within the industry, they could face Wild Root Edible Gardens using this same tactic against them by providing their pricing and using the bid given to encourage clients to go with them as a competitor bided that the same job would cost so much more than using their service.

Target Market	Pricing	Product Offering	Marketing Strategy
Property owners People interested in eco food landscape	\$80/hr. for services \$65/hr. for install	Edible gardening installation Food Forest installation	Facebook Instagram

Figure 7: Wild Root Edible Landscaping Analysis Chart

Wild Root Edible Landscaping is also without a landscaping license and not insured/bond per Oregon law. This makes Wild Root Edible Gardens one of PDX Urban Gardens' weaker competitors. The only advantage is that Wild Root Edible Gardens charge double per hour for labor compared to PDX Urban Gardens. However, like that of Portland Food Forest Initiative, Wild Root Edible Gardens focuses on installation of food forest.

Conclusion on Scope of Existing Competition

In conclusion, competitors of PDX Urban Gardens have utilized well designed websites and social media as ways of bringing clients attention to their business, with further competitors such as Portland Edible Gardens and Symbiop Landscaping web design set to allow clients to provide detail information about what they are seeking to the company before initiating communication. This method gives these two companies an edge in how they will go about providing a quote to the client, such as having data on hand of the estimated cost of materials and labor.

These companies also provide additional services that clients can utilize, such as tree pruning, yard clean up, and maintenance throughout the year to generate a consistent level of income. As landscaping is seen as a season income generating income, it is important that like Portland Edible Gardens and Symbiop Landscaping, PDX Urban Gardens' utilize similar services that provide him the ability to generate income when the industry sees decrease in sales, but allows for consistent income by way of smaller services that individuals may find affordable compared to complete design and installation to improve their yard, while also allowing them to build a business relationship with PDX Urban Garden for the future when they are able and willing to utilize that specific service.

Like Symbiop, PDX Urban Garden could strive to open a retail location for the botanicals, products, and other goods the company produces, while creating a central location for the landscaping business to store tools, utilize the inventory of self-grown plants, and vehicles for potential employees to use.

Market Analysis

Local Market Analysis

We conducted a survey that was distributed on Facebook, Instagram, and a farmers' market to gather useful data for the market analysis. From the survey we were able to collect close to a hundred respondents. It should be noted that this was a small representation of the local garden landscaping market. From the survey the average age was 42 years old and mostly from Portland. This survey provided a clear assumption that PDX Urban Gardens' ideal customers are going to be middle-aged, homeowners, parents, and have successful careers. From the survey we were also able to rank a client's factors of how they would go about selecting a garden landscaping service. The ranking showed that quality of work was the most important. From this we were able to assume that PDX Urban Garden should focus on providing a high-level quality of work. PDX Urban Garden can use survey data to figure out what demographic is their target market and how to appeal towards them.

Customer Profile

Customer profiling is the process companies use to figure who their target market and ideal customers are. These profiles help to identify, segment, and describe customers by using demographic, psychographic, behavioral, and geographic profiling. The more profiles a company acquires the better they can boost sales, gather insights, and improve efficiency. These profiles can be acquired by using surveys, interviews, focus groups, online reviews, or social listening.



Figure 8: Customer Profile Example

Pricing Strategies and Selling Channels

The local garden landscaping businesses in Oregon all have different pricing strategies based on what

type of service they are offering. Some companies will have a consulting fee, another company will create an overall quote of how much they want to be paid for the service, and some companies charge per hour while they are there on site. Most of the companies see value in their time so they are not cheap, for example a 30-minute consultation can cost \$80, and that price only gets higher with other companies that are more popular. As for the selling channels, all the companies use their website to gather data on a client's design plan needs and go to in-person events to market themselves to new customers. They all rely on word-of-mouth from their clients because the industry allows for growth by owners and clients sharing the work to potentially new clients, which is key for a company's success.

Conclusion on Market Analysis

In conclusion, the garden landscaping market in Oregon is thriving, with many small and large businesses attracting similar customers. They all have different pricing strategies based on the type of service they offer and how much they think their time is worth. PDX Urban Gardens can use the data from the survey to gather more insight, allowing PDX Urban Garden to understand the ideal customer and how to attract them to do business.

Internal Analysis

Scope of existing business resources and capabilities

Currently Kyle is leasing a lot of land that he has been using for his business in relation to flowers, herbs, etc. Because of this he also has a supply of those products, flowers, tubers, vinegars etc. Specifically relating to his vinegars, he is getting them reviewed and processed which he can use to retail. He can leverage this as a branding of sorts, retailing it within his own store or venturing out into store markets.

- He holds the following flowers and herbs for this following planting season: Zinnia, Strawflower, Echinacea, Dahlia, Celosia, Chives, and twenty-five or more than was just listed.
- Other supplies include his equipment for landscaping, truck, canning equipment, and his products.

One of Kyle's essential resources is his website. It holds his mission statement, describing his business's main goal and what the company has to offer. Another part of his website is left for his blogs that can be informative to his potential customers, and repeating customers. He has his photography used on his website, which displays his skills for his services he could do, which is a nice bonus. Of course, he has his retailing shop on his website for his herbal skincare that he sells, which can be used for future products like his vinegars.

Competitors

His primary competitors, as mentioned before, had landscaping websites that detail the specific landscaping services they provide. The competitors show case earlier projects from prior to and after service, so that their customers could see what to expect from hiring them, which gives way to more opportunities to income and cashflow. They utilize their social media a lot, linking themselves through events, customer reviews, google adds, and more. These provide a way for them to grab attention towards their websites that provide more specific details and an ability to contact them directly or receive a response.

SWOT Analysis

A SWOT Analysis is a framework that is used by organizations to identify its own company to find its Strengths, Weaknesses, Opportunities, and Threats, which gives it its name: SWOT.

Strengths and weaknesses are the internal sides of the company and what it has, and it estimates the values of both strengths and weaknesses. Opportunities and threats are external values which come from the environment that the business is in. The reason we are using a SWOT analysis is to evaluate things for a strategic plan for PDX Urban Gardens

Strengths	Weaknesses
<ul style="list-style-type: none">• Website• Lot• High profit off jobs• Vinegars	<ul style="list-style-type: none">• Website not fully utilized.• Spread out avenues which results with less focus.• Not enough landscaping jobs
Opportunities	Threats
<ul style="list-style-type: none">• Monthly income from memberships• Work outside of outside of season• Employees to spread workload	<ul style="list-style-type: none">• Competitors with:• Websites that attract more• Longer time within field which gives advantage for a reputation.• Unknown economy that can greatly affect work.

Figure 9: SWOT Analysis chart

Summary of Internal Analysis

With this analysis we covered PDX Urban Garden's resources and capabilities, finding its values and weaknesses. Alongside this we have followed with analyzing its competitors and how PDX Urban Garden measures up to them, which we will use to find opportunities for PDX Urban Garden.

For PDX Urban Garden to compete with its key competitors, and most other too, it will have to focus on gathering the following resources:

- Website design that is interactive, appealing, educational, and all combined returns more internet traffic with an opportunity for more clients and customers.
- A monthly revenue method which secures customers into a plan. This can be done through a service for work like maintenance, which can also produce a great customer reputation that will spread throughout the community. Another could be a membership that discounts products and landscaping.
- Eventually getting employees when having multiple landscaping jobs, resulting in spread-out workload
- Work outside of landscaping seasons

Supply Chain Analysis

Suppliers Database

One of the issues PDX Urban Gardens experiences is inefficient supply chain management, which causes not only problems maintaining inventory, but also overall operations and customer satisfaction. In terms of overall operations, Kyle's landscaping service can be impacted in numerous ways if he has delays in receiving landscaping materials:

- **Delayed/Incomplete Projects:** A delay in receiving materials can affect PDX Urban Gardens project timelines, resulting in an incomplete project. Having an incomplete project can be inconvenient and frustrating for Kyle and his clients who are eagerly awaiting results of their outdoor space. A delayed project would result in dissatisfied clients which correlates to potential negative impact on reputation and business opportunities.
- **Inconsistent Delivery:** PDX Urban Gardens could face inconsistent delivery service if the company is not able to purchase landscaping materials on time due to the material availability from suppliers. The material inconsistency can make scheduling landscaping projects difficult and executing projects on time effectively. From a client's perspective, they may experience an unpredictable project completion from Kyle, resulting in frustration and a bad perception of company reliability.
- **Increased Costs and Inefficiencies:** Inefficient supply chain management can result in PDX Urban Gardens struggling to source various landscaping materials based on quality and price. Having limited options to source materials can restrict Kyle's customization options and creative possibilities for his client's landscaping projects. In other words, PDX Urban Gardens may have difficulty meeting client landscaping preferences and offering unique options.

Since our group identified inefficient supply chain management as an issue, we wanted to take action to mitigate the risk. One of Kyle's requests was to implement a wholesale plant supplier database for him to have a list of Oregon plant suppliers to compare plants to use in his landscaping projects for his clients. By implementing a wholesale database, this would allow Kyle to not only explore local suppliers, but also enhance operational efficiency by having better control over plant availability, identifying cost-saving opportunities, and making informed purchase decisions. To go into more detail about the wholesale plant supplier database, the database was created in an excel spreadsheet as requested. To make things easier for Kyle to explore the plant database (See Figure B-1: Supply Chain by Company List and Figure B-2: Supply Chain by Products List), each plant supplier is specified by the following columns:

- **Business Name:** Contains the name for each wholesale plant supplier; easy identification and differentiation between other plant suppliers.
- **Address:** Contains the physical location of each plant supplier's nursery. Having an address is important for PDX Urban Gardens to determine the ability to travel to location in terms of planning for on-site visits and plant pick-ups/deliveries as traveling too far from the business area will result in higher expenses on fuel.
- **City, State, Zip:** Additional information to the address column via the precise location of the supplier's business.
- **Phone Number:** Contains the contact number of each supplier, allowing direct communication for business-related inquiries.
- **Email:** Contains the plant supplier's email address as an alternative form of communication besides a contact number.
- **Specialty(ties):** Contains the type of plants each supplier specializes in growing. Having a specialty column allows Kyle to identify and select suppliers by plant preferences based on his landscaping projects.
- **Link to Plant List:** Contains the hyperlink to each plant supplier's plant list. Having access to a hyperlink allows Kyle the ability to browse through the available plant options and assess based on his plant preference that fits specific landscaping projects.
- **Description:** Contains additional information about each plant supplier. The column can provide valuable information that may assist in decision-making.

The listed suppliers are based in Oregon, with a focus on those around the Portland metro area. There are also suppliers outside the Portland metro area. Suppliers outside of a reasonable distance were not provided as the expense to travel for supplies is not ideal at risk of reducing profit margin.

Alternative Recommendation Development and Analysis

Discussion for Each Alternative

Below we will discuss four recommendations that Team Green Thumbs came up with throughout the term to better assist PDX Urban Gardens in reaching short-term and long-term goals of profitability, opportunities for land purchase, and become only source of income. We have provided each of the four recommendations by their ability to assist in PDX Urban Gardens reaching short-term goals (Alternative One and Alternative Two), and long-term goals (Alternative Three and Alternative Four).

Alternative One: Simple Marketing Plan

Our first recommendation is a short-term easy goal for the business that could be implemented immediately. PDX Urban Gardens offers a garden landscaping service as well as a botanical skincare product and many other products. Since the business is small and still in the beginning stages, a marketing plan that is inexpensive is key for early success. New clients will always trust the opinion and feedback from a prior client that has used a business service or purchased their goods. So, what would this simple marketing plan look like? Every time PDX Urban Garden is finished with a landscaping job, the company can give the customer a free skincare product and/or vinegar sample etc., as a “thanks for working with us”. This creates a simple and nice bonus for a client and leaves them with a smile on their face, in addition brings attention to other goods PDX Urban Garden can provide.

This type of marketing is inexpensive, organic, and effective because it will boost product exposure, customer loyalty, and quality of service. Clients will recommend you to others, which will increase new project opportunities from potential new clients, but also have prior clients more inclined to use PDX Urban Gardens again for additional landscaping services since the company is spending time talking with the customer.

With every garden landscaping service is also a great opportunity to build customer profiles. Customer profiles are documents that contain key information about your ideal customers by gathering demographic, psychographic, and behavioral information from multiple customers. Under the market analysis section, I have included an example of how customer profiles look like and can be used as a reference for future profiles. Since garden landscaping

services are often more personal with customers and there will be a lot of communication with the customer, filling out a customer profile for every service should be easy. The goal is to have more than ten customer profiles to get a good analyzation of your ideal customer and target market.

Alternative Two: Provide Additional Landscaping Services

This recommendation can easily go hand in hand with recommendation number one. Symbiop Landscaping has been in business just the same number of years as PDX Urban Garden, but what allows Symbiop Landscaping to stand out from PDX Urban Garden is that the company provides more than just landscaping design and installation. This could be done by providing tree pruning services and yard clean up and maintenance during the fall months when it is ideal, generating income in what would be considered a slow time for the landscaping industry. Further services can also include monthly maintenance of the yard and garden, to ensure growth and productivity. Building rainwater capturing systems from a client's gutters to reduce the cost of upkeep to garden. And designing food forest along with edible gardens to penetrate two different sustainable gardening niches. Other possibilities are partnering with local businesses that use heat treated pallets and building raised beds from this material to sell directly to clients that want to begin their own edible garden but are unable to afford the design cost. This concept could go a step further with PDX Urban Garden selling these hand-built beds at local markets with the other goods created.

This recommendation is ideal and easy to implement, while also being able to pair with other alternatives listed. The reason is that there is little to no risk of PDX Urban Garden adding these services besides creating marketing material promoting the company capable of doing such. This could be by creating a simple business card with PDX Urban Garden logo, contact information, landscaping license number, and name (Note that future employees could also have business cards with their name to help promote business). Additional touches could be PDX Urban Garden using paper that is created with wildflower seeds native to Oregon in the card so that when discarded it creates new life.



Kyle Leslie-Christy, Owner

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Tree Pruning

Garden Preparations

Bi-Monthly Maintenance

Landscaping Design & Installations



Figure 10: Example Business Card Marketing Services

An additional resource would be the purchase of the necessary tools for each service.

For tree pruning, PDX Urban Garden would need to purchase the following tools: \$45.99 3-piece tree, shrub pruners, and lopper set (Amazon.com), \$42.24 Black+Decker Electric Hedge Saw (Amazon.com), \$61.99 Limb Rope Saw (Tractor Supply Company), \$219.99 Black+Decker 12 in. 40V Cordless Chainsaw (Tractor Supply Company), \$59.98 Fiskars Pole Tree Pruner 14 ft (The Home Depot). These tools would cost PDX Urban Gardens \$430.19 to purchase before ball when clients seek out this specific service.

For lawn maintenance PDX Urban Garde would need to purchase the following tools: \$459.00 Craftsman Lawn Mower (ability to mow in rough terrain), \$89.99 Black+Decker Cordless String trimmer and edger, \$46.99 36in Aluminum Landscape Rake (Tractor Supply Company), 14.99 Handheld Spreader (Tractor Supply Company), \$29.99 Double Hand Hoe (Amazon.com). These tools would cost PDX Urban Gardens \$640.96 to purchase, thou some tools needed for pruning would also be used during the time of providing lawn maintenance.

Total investment would be \$1100 in tools and \$100 in the design and printing of business cards show casing services PDX Urban Garden provides. It should be noted that PDX Urban Garden may see to purchase higher quality tools when providing these services due to the ability to handle the constant wear and tear put on them compared to an individual that purchases them for their own yard maintenance. In this instance, hand tools can be purchased used while bigger equipment would be ideal to purchase when on sale. Most sales happen before and after the season they are needed, in which case implementing marketing would be recommended in early winter of 2023 or late winter of 2024.

Alternative Three: Partnership with Symbiop Landscaping

From research gathered for the Competitive Analysis, Symbiop Landscaping would be an ideal partnership with PDX Landscaping as the company has a minimal fee for landscaping service of \$1350. The reasoning as mentioned is that the company believes it is ethically right to leave these kinds of jobs for smaller landscaping businesses, like that of PDX Urban Gardens, that are owner run or have one to two employees. The partnership is beneficial as Symbiop Landscape has designed the business website to gather information directly from the client on what their design goals are before they make contact. Should this partnership be made, PDX Urban Garden would benefit from the passing of a potential client needs to create a bid. Additionally, because of the limitation of clients' time to dedicate to landscaping due to the product aspect of the business, clients with smaller needs could be idea and done within a week's time.

The set back is that this partnership could mean PDX Urban Garden paying a small “finder's fee” to Symbiop Landscaping for directing these ideal clients to PDX Urban Gardens, while also no information of how often Symbio Landscaping has clients reaching out for landscaping services that are below the minimum fee. If Symbio Landscaping indicates that they have three to four per year of these bids come their way, this partnership may not be ideal. Whereas, with a minimum of two or more per month during the season would benefit PDX Urban Garden in an increase of sales and allow for the company to build a portfolio and client testimony of work done for the revised website.

To implement this recommendation, PDX Urban Garden would need to contact Symbiop Landscaping at either (503-893-8806 or email directly at landscaping@symbiop.com.

When reaching out to Symbiop Landscaping, PDX Urban Garden will want to have obtained a landscaping license, indicate the type of landscaping phases the business can handle, and that they wish to seek a partnership that allows Symbiop Landscaping to refer clients that do not meet the \$1350 minimum job cost to PDX Urban Garden. In return, PDX Urban Garden could offer a small fee to Symbiop Landscaping if the referred client ends up hiring the company. Not only could PDX Landscaping Service utilize the Symbiop Landscaping company

as a partnership, but also the Garden Shop to sell the products directly to customers in a store front.

Alternative Four: Partnership with Developers

A partnership with a local developer of new residential property would be a way for PDX Urban Garden to create the largest revenue generating income as a subcontractor. Further, because developers focus on building a few houses at a time, and not all in the neighborhood, PDX Urban Garden can take on clients in between jobs as a subcontractor until the developer schedules for the company to finish a newly built house. There is also the possibility that should a house be purchased before building, that instead of having creative control of the landscaping, PDX Urban Garden may work directly with the new owner in creating a design they want and installing at an additional cost. Should PDX Urban Garden choose to add monthly maintenance service, this direct contact to the homeowner during the design and installation process could also lead to retaining PDX Urban Garden to provide maintenance once installation and construction is complete.

However, with the uncertainty of the economy, should there be economic crisis at any point in the new year or so, one of the first industries effect is that of construction. Should this occur, PDX Urban Garden will face a decline in subcontractor jobs with the partnered developer until the economy increases. However, should the developer be unprepared for the decline, there is also the possibility of the company shutting down fully and ending the partnership with PDX Urban Garden. In this scenario, it would be recommended that this be a long-time goal of PDX Urban Garden when the business has obtained all landscaping licenses, registered as an S-corporation, and a small group of employees available.

Implementation of this recommendation would require research from PDX Urban Garden to find a developer that seeks to provide houses made with sustainable materials and have a similar goal to improve the environment as PDX Urban Garden. Obtaining contacts with such developers can be done through creating connections with such developers via social media.

Recommendation and Financial Analysis

Recommendation

Based on our research and the detailed discussion of each recommendation above, we recommend that PDX Urban Gardens consider a combination of 1 and 2. As discussed in the analysis, each of these recommendations has low-risk and low-cost to implement into the current business structure. Due to the seasonal period of income from landscaping, PDX Urban Garden can spend the first few months investing in the simple marketing plan described. As the marketing plan creates new clients and additional revenue, purchase of tool to begin providing maintenance can begin, allowing the creating of maintenance income to be generated. The additional income from marketing and maintenance would allow for purchasing tools for tree pruning that would allow PDX Urban Garden to generate income further beyond the current period of income generation seen between the months of July- November. Below we will discuss the financial analysis and what we forecast as income and expenses when both recommendations are implemented.

Financial Analysis

The financial analysis of PDX Urban Gardens started by utilization of clients 2022 Statement of Cash flows data to create the forecasted income statement and statement of cash flows (See Appendix C: Financial Analysis – Summary of Assumptions). These assumptions are based off numerous factors, including a percentage of sales, set budget price, and an increase of prior expenses due to inflation or increase in sales.

When it came to assumptions of the Statement of Cash Flows, it was our goal to allow extra cash to be on hand after distributions to the owner so that adjustments to expenses could be made. It is important to note our assumptions are not guaranteed reflections of income and expenses should implementation of our recommendations be done, which is why we have also calculated three levels of income statements for the client: conservative, ideal, and aggressive.

Below is our ideal income statement that we will focus on in the following section of our assumptions based on implementation of our recommendation(s).

	2022 (base yr)	2023	2024	2025	2023 Assumptio	2024 Assumptio	2025 Assumptio
Revenues:							
Products	\$ 6,792.65	\$ 7,125.49	\$ 7,531.64	\$ 7,790.73	104.90%	105.70%	103.44%
Landscaping	\$ 9,174.65	\$ 13,761.98	\$ 22,707.26	\$ 40,873.07	150.00%	165.00%	180.00%
Other Revenue	\$ 155.00						
Total Revenues	\$ 18,468.24	\$20,887.46	\$ 30,238.90	\$ 48,663.79			
Cost of Goods Sold							
Products	\$ (2,048.85)	\$ (1,781.37)	\$ (2,259.49)	\$ (2,726.75)	25%	30%	35%
Landscaping	\$ (4,080.42)	\$ (5,504.79)	\$ (9,082.90)	\$ (16,349.23)	40%	40%	40%
Total COGS	\$ 8,159.04	\$ 7,286.16	\$ 11,342.40	\$ 19,075.98			
Gross Profit	\$ 10,309.20	\$ 13,601.30	\$ 18,896.50	\$ 29,587.81			
Expenses:							
Advertising	\$ 793.66	\$ 1,000.00	\$ 2,500.00	\$ 1,500.00			
Car & Truck Expense	\$ 693.64	\$ 721.39	\$ 865.66	\$ 1,168.64	104%	120%	135%
Insurance	\$ 128.25	\$ -	\$ 1,680.00	\$ 1,730.40			103%
Professional Services	\$ -	\$ -	\$ 2,000.00	\$ 3,000.00			
Office Expenses	\$ 211.46	\$ 217.80	\$ 228.69	\$ 244.70	103%	105%	107%
Repairs and Maintenance	\$ -		\$ 700.00	\$ 1,200.00			
Supplies	\$ 1,329.16	\$ 1,594.99	\$ 1,993.74	\$ 2,591.86	120%	125%	130%
Taxes & Licenses	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00			
Meals and Entertainment	\$ 119.77						
Fees/Dues	\$ 1,787.78	\$ 1,823.54	\$ 1,969.42	\$ 2,264.83	102%	108%	115%
Education	\$ 300.00						
Total Expenses:	\$ 5,633.72	\$ 5,627.72	\$ 12,207.52	\$ 13,970.44			
Equipment FMV	\$ 3,271.43	\$ 3,762.14	\$ 4,702.68	\$ 6,583.75	115%	125%	140%
Net Income	\$ 4,675.48	\$ 7,973.58	\$ 6,688.99	\$ 15,617.37			

Figure 11: Ideal Pro Forma Financial Statement PDX Urban Gardens

Pro Forma Financial Statements and Assumptions

Sales

Our assumption for each year took into consideration that so far, we are halfway into 2023, and thou data on PDX Urban Gardens income and expenses so far was not provided, we assume that implementation of our recommendations in the coming month could provide a 50% increase in revenue by year end for landscaping services. For each of the following years we increased sales by 15% as the owner divides his time between the services and products sold. Due to dedication of time limited, we calculated that an average of 30 working hours per week would be towards landscaping, as the ideal client would be someone with a small plot of land of about a quarter acre to one acre. This size of land is ideal for the PDX Urban Garden owner to complete the job within a week working individually, giving the ability to take on a maximum of three to four jobs per month, or six to eight while hiring one to two employees as part-time hourly workers at \$20/hour.

Historical data of PDX Urban Gardens is lacking for the companies' landscaping services as 2022 seems to be the first year to provide income. However, research of the industry concludes that landscaping is seasonal in when to expect income. Due to this the expected growth of income is limited unless PDX Urban Gardens adjusts to provide gardening services at the end of the season to assist clients in preparing their gardens for the winter months.

Industry-wise, landscaping in general has a projected growth of 8.6% annually. The concern with this data is that it focuses on the generalization of landscaping that includes traditional landscaping maintenance, tree and bush trimming and removal, and construction landscaping. With the recent increase in edible landscaping thanks to the pandemic, we concluded that it is reasonable to assume a growth rate of 15% for the niche market PDX Urban Gardens falls under.

As indicated, the pandemic has led to the increase demand for edible landscaping and food forest gardening so that clients can utilize homegrown food while also cutting down the amount of spending for products at local grocery stores. This method of taking control of one's sources of food by growing on their land has the ability for clients to take the chance to invest up front for the service due to the possible long-term savings that edible landscaping can afford. Yet as financial issues could arise due to the economy, homeowners will look at costs that they can control, such as those of luxury that would be landscaping, housekeeper, and other services.

Landscaping COGS

Cost of goods sold (COGS) is a variable cost that adjusts with income as a set percentage of sales. Based on PDX Urban Gardens 2022 cash flow statement data put into the pro forma income statement the COGS to the landscaping services were an average of 40% of sales revenue for the year. It is assumed that the percentage will be consistent for the remaining 3-year forecast period. Further, it is recommended that should this percentage increase, PDX Urban Garden can utilize the data mentioned in Supply Chain Analysis to find suppliers that can provide the same items at a lower cost to bring back to the ideal 40%.

General, Selling, and Administrative Expenses

Unlike COGS, GS&A are often fixed expenses incurred when running a business and do not have any correlation to the sales revenue. Because of this each listed expense is forecasted differently as a separate line of the income statement. Certain expenses are forecast as an increase in prior year expenses as mentioned above for inflation and increase sales. Other expenses are fixed budgetary costs that can be adjusted as needed depending on revenue. We will discuss each in turn below.

Advertising This expense is a set budget amount. As seen, it is assumed that in 2024 PDX Urban Garden will need additional funds towards increasing advertising, while in 2025 the cost of advertising is adjusted down as most expenses done in 2024 would ideally be for items such as banners for marketing events, flyers and/or business cards purchased in bulk, and decals placed on vehicle. PDX Urban Garden lacks a logo design and has indicated the need for one. This budget could cover the cost of creating one prior to any additional purchases. However, utilization of free service through college level digital design students could allow for the budget to be used further, or not be fully expensed. The budget also covers the cost of website fees or QR code on flyers to get to the company website.

Car and Truck The expense of PDX Urban Gardens using a personal vehicle for business would increase each year as with income. Our client however would not claim the expenses for tax purposes unless actual expenses were higher than taking standard expenses for tax purposes. It is noted that clients only claim are fuel expenses. Because of this, there is no accurate reflection of data to show actual expenses due to no reports of oil changes, car insurance, parking fees, and car washes. Without this we assume the increase in vehicle expenses will come from the increase in fuel costs. Should PDX Urban Garden keep records of all actual expenses PDX Urban Gardens could better identify which expenses to claim for tax purposes and adjust the increase of this expense category as needed.

Insurance This amount is set and based on the average business insurance cost in Oregon with an inflation percent of 3 for the following years. This amount was found using Insureon small business insurance cost data.

Professional Services This is a set budget amount to cover web designer, QuickBooks fees (not sure if client paid for desktop or went online), payroll for any employees he may hire, and

filing as an S-Corp (this would allow the company to pay Kyle as a W-2 employee, focusing on covering taxes and have Kyle take distributions as we see in the Cash Flow Statement) I recommend he file as an S-Corp in 2025 at the latest

Office and Shop Supplies The supplies expenses are assumed as a percent increase each year with inflation and increase in sales taken into consideration. Further, these supplies are purchased through retail locations. PDX Urban Garden could utilize purchasing items such as ink, paper, labels by using coupons for retail stores such as Office Depot to decrease spending and allow for the purchase of additional supplies. Should PDX Urban Gardens purchase office and shop supplies directly from wholesalers, this expense could be adjusted as a percentage of sales as needed.

Repairs and Maintenance This expense is reported also as a set budget amount, increased over the years due to repairs made to the vehicle from wear and tear, tools/equipment, office equipment, and so forth that is purchased. It is recommended that the purchase of a trailer be made. This is a large purchase, but a trailer can be bought in a used condition and repaired as it is common to have wiring issues or small repairs to be legal on the road.

Taxes and Licenses Renewal cost of the business license each year is a consistent set price. PDX Urban Garden can adjust as needed to pay estimated taxes should he no longer generate a loss on his business income as he has the last few years. As mentioned, PDX Urban Garden does not yet have a landscaping license, and this cost is set for the renewal. Should the landscaping license be obtained this expense can be adjusted to include the new expense.

Meals and Entertainment Due to recent changes in the tax law, entertainment expenses can no longer be claim and meals are only expensed if they are used for business purposes, such as for the purpose of retaining a client, or traveling more than 100 miles from home to do business. It should be noted meals with clients are restricted to 50% of the cost for the portion that is the client's meal, and meals when traveling are 100% as the owner is unable to provide a meal when away from home. Because of this, the expense is left blank, but we made sure client would always have additional cash available after distributions should he utilize taking clients to meals to generate a sale.

Fees & Dues This expense is increased as a percentage of the prior year's expense. Part of our marketing plan is that PDX Urban Garden engages in garden and landscaping events throughout the Portland Metro area to further increase sales. This expense also includes the cost of stands at local farmers markets to sell products directly to customers. Ideally, PDX Urban Garden would want to track fees and dues separately for landscaping. This would allow for a more accurate adjustment for the purpose of inflation as PDX Urban Garden can monitor which events have created revenue, and which have not, making sure to sign up to those that do and monitor the cost. This could become a set amount each year, with inflation assumptions over time.

Cash Flow Statement

The Cash Flow Statement allows PDX Urban Garden to visually understand the cost of operating a business by showing how much money is coming in from revenue, the amount going out from the cost of fixed and variable expenses, cash inflows and outflows from investing activities such as purchase and sale of equipment, and how the company is using financial opportunities to grow, while able to repay loans taken for profit. With positive cash available the owner can take distributions to live off, while ensuring to keep cash at the year-end available for adjustments to inflation or unexpected expenses.

PDX Urban Gardens					
Cash Flow Statement					
	For the Year Ending	12/31/2022	12/31/2023	12/31/2024	12/31/2025
	Cash at Beginning of Year	\$ (1,473.63)	\$ 8,717.35	\$ 8,247.60	\$ 8,184.33
Operations					
Cash receipts from customers		18,468.24	20,887.46	30,238.90	48,663.79
Cash paid for					
Cost of Goods Sold		(8,159.04)	(5,504.79)	(9,082.90)	(16,349.23)
General operating and administrative expenses		(5,633.72)	(5,627.72)	(12,207.52)	(13,970.44)
Wage expenses				7,317	15,494
Depreciation		556	1,090	1,936	3,003
Income taxes					
Net Cash Flow from Operations		5,231.48	10,844.95	18,201.28	36,841.53
Investing Activities					
Cash receipts from					
Sale of property and equipment					
Collection of grants		7,200			
Cash paid for					
Capital Expenditures		3,271	3,762	4,703	6,584
Deposits into Savings		(900)	(1,500)	(1,800)	(2,100)
Net Cash Flow from Investing Activities		9,571	2,262	2,903	4,484
Financing Activities					
Cash receipts from					
Borrowing					
Cash paid for					
Repayment of loans					
Distributions		(4,611.93)	(13,576.85)	(21,167)	(38,931.03)
Net Cash Flow from Financing Activities		(4,611.93)	(13,576.85)	(21,167.23)	(38,931.03)
Net Increase in Cash		\$10,190.98	\$ (469.75)	\$ (63.27)	\$2,394.24
Cash at End of Year		\$ 8,717.35	\$ 8,247.60	\$ 8,184.33	\$ 10,578.57

Figure 12: Cash Flow Statement PDX Urban Gardens

Wages For 2023 it is assumed that PDX Urban Gardens would not hire an employee due to the lateness of the season and spend this year directly handling jobs or subcontracting labor out as needed. This expense will be added in 2024 as PDX Urban Garden implementation of one or more recommendations could create a higher demand. Due to the limitation that all business owners face of the lack of time available, especially in a seasonal industry, it would be ideal for PDX Urban Garden to hire a part time employee working 20 hours per week at a starting wage of \$17 per hour for five months of the year. And in 2025 PDX Urban Garden could hire an additional employee while providing \$18 per hour wages due to minimum wage increases. The expense also includes the 7.65% of the employers' portion of payroll taxes paid.

Depreciation Using the assumption that most depreciable assets have an average useful life of five years, we assumed that depreciation would be calculated as such. Since equipment is reported at the time it was placed into service, we assume a fair assessment of depreciation

expenses was using June 31 of the year when calculating. It was also assumed that equipment would be depreciated using the straight-line method. As new equipment was purchased the expense increased. The amount used in the depreciation data was calculated using an online depreciation calculator with these parameters and reporting no salvage value.

Capital Expenditures The purchase of new equipment for the business is to be expected as PDX Urban Garden grows. Equipment such as a trailer, gardening tools, construction tools, and office equipment are needed to increase gross revenues over time. Should PDX Urban Garden hire an employee as assumed, there is the need for either purchasing tools for the employee to use on the company's behalf if employment is not conditioned on having one's own tools. With including extra services such as pruning and maintenance, additional equipment beyond what is currently used will also need to be purchased. The cost of capital expenditure was assumed as an increase from the amount spent in the year prior. As noted in the depreciation section, items use full life average to be five years. Over time the amount of expenditure will decrease should PDX Urban Gardens take care too maintenance and repair equipment for long-term use.

Deposits into Savings Beyond ensuring a positive ending cash balance at year end, PDX Urban Garden has made strides to put money aside into a savings account. This standard of saving is continued in future years with an increase of \$25 per month in each year after 2022. Should PDX Urban Gardens not have to utilize these funds for expenses this could be used for a down payment on a new truck for the business exclusively and allow the current vehicle to be available for personal use. Should PDX Urban Garden show income growth of the aggressive assumptions, the amount deposited into savings could be increased as needed.

Distributions Owner distribution were assumed as a percent of cash receipts from customers. Starting in 2023 with 65% and increasing by 5% in 2024 and 10% in 2025. It is worth noting that at this point the owner can begin looking at making running the business a full-time job, and should the business be opened as an S-Corporation, utilizing paying himself payroll for medical benefits and payments into tax, with living off distributions.

Conclusion

The problem with PDX Urban Gardens, as discussed at the beginning, is that it does not have a portfolio that shows the works and product lines for doing business in different industries. Without a clear marketing strategy, large-scale business plan, effective supply chain management, and advanced accounting and financial management system implementation, the company is currently dealing with inefficient operations and low profitability.

For this problem, we have analyzed and researched improvements from various perspectives such as SWOT analysis and market analysis. Our final recommendation is to give free samples of skin care products and vinegar after each landscaping job as a thank you for commissioning a landscaping and to generate income during what appears to be a recession for the landscaping industry.

Our secondary recommendation that will complement the first, is to provide additional landscaping services to allow for additional income generation in times when business is slow between new design and installation clients. Providing additional services also allows PDX Urban Gardens to extend the seasonal limits of landscaping industry income to late fall or early winter. There is a possibility that the problem can be improved positively.

This program was the biggest task and challenge in most of the team members' lives by far. But that's why we were able to see "growth by absorbing many things and putting them into action".

We would like to end this report by thanking PDX Urban Garden, Kyle Leslie-Christy and our professor for giving us this opportunity to work with others of different backgrounds and learn how each area is important in the business model.

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Appendixes

Appendix A: External Analysis

Figure A-1: PESTEL Analysis

Political	Oregon regulations in chemicals and pesticides	Oregon government policies in water usage	Changes in labor laws and regulations → Cost of labor for landscapers
Economic	Dependent on the state economy (investment)	Changes in Oregon interest rates. Inflation and unemployment rates.	
Social	Trends in sustainable and environmentally friendly landscaping impact	Changes in demographics and lifestyles in Oregon	A growing interest in outdoor living spaces in Oregon
Technological	Advancements in technology → cost-saving	New tools, equipment, and software	
Environmental	Climate change and weather patterns in Oregon	Focus on sustainability and eco-friendliness	
Legal	Regulations including licensing requirements and insurance	Land use regulations and zoning laws	

Appendix B: Supply Chain Analysis – List of Suppliers and Supplies

Figure B-1: Supply Chain by Company List

Business Name	Address	City	State	Zip	Phone Number	Email
Loen Nursery	18710 SW Pacific Dr	Sherwood	OR	97140	503-625-2222	gardening@loennursery.com
Portland Nursery	5050 SE Stark, 97215	Portland	OR	97215	503-231-5050	N/A
William Dillard Nursery Co.	23055 SE Tillstrom Rd	Damascus	OR	97089	503-665-0515	Info@WilliamDillardNurseryco.com
Brothers Tree Peonies	N/A	Wilsonville	OR	N/A	503-625-7548	rick@treony.com
Echo Valley Natives	19300 SE Longstreet Ln	Sandy	OR	97055	503-826-6026	echovalley@msn.com
Van Veen Nursery	4201 SE Franklin St	Portland	OR	97206	503-777-1734	vanveennursery@hotmail.com
Lux Perennials Nursery	13610 NW Skyline Blvd	Portland	OR	97231	503-709-3032	LuxPerennials@gmail.com
Miller's Manor Gardens	27452 S Gribble Rd	Canby	OR	97013	503-899-7160	lyndamiller@canby.com
N&M Herb Nursery	11702 Feller Rd. NE	Hubbard	OR	97032	503-981-9060	N/A
Rita Lee's Nursery	6963 Keene Rd NE	Gervais	OR	97026	503-559-2521	ritaleenursery@gmail.com
River Rock Nursery	19350 SE Hwy 224	Carver	OR	97089	503-658-4047	Gretchenriverrock@gmail.com
Rogerson Clematis Garden	125 Rosemont Rd	West Linn	OR	97068	971-777-4394	oregonclematis13@gmail.com
Secret Garden Growers	29100 S Needy Rd	Canby	OR	97013	503-381-2661	N/A
Ten Oaks Nursery	11743 South Barnards Rd	Molalla	OR	97038	971-270-7438	Dalmacio@tenoaksnurseries.com
Barn Owl Nursery	22999 SW Newland Rd	Wilsonville	OR	97070	503-638-0387	chris@barnownursery.com
P&D Nursery	3940 Halcyon Rd	Tualatin	OR	97062	503-638-6366	sales@pdnursery.com
Eshraghi Nurseries LLC	26985 SW Farmington Rd	Hillsboro	OR	97123	503-628-8685	info@eshraghinursery.com
Marbott's Greenhouse & Nursery	1808 NE Columbia Blvd	Portland	OR	97211	503-285-2106	larrymarbott@yahoo.com
Dinsdale Nursery	19540 SW Conzelmann Rd	Sherwood	OR	97140	503-925-9292	randy@dinsdalenursery.com
Siminitt Nursery	138 NE 22nd Ave	Canby	OR	97013	503-266-9640	N/A

Figure B-2: Supply Chain by Products List

Specialty(ies)	Link to Plant List	Description
Various	https://loennursery.com/	Retail, Wholesale Growing Facility, Local Yard Contractors
Various	https://www.portlandnursery.com/plant-library	Has no email but has an instagram: portlandnursery and facebook: portlandnursery
Trees & Shrubs	http://www.williamdillardnurseryco.com/	Offers Grafted Liners, Ornamental Maples, Broadleaves, Conifers, Shade/Flowering Trees, Perennials, & Grasses
Peonies	https://www.treony.com/catalog/index2.html	Call for an appointment and directions to their location
Native plants	http://www.echovalleynatives.com/plant-list	Provide a wide selection of ethically grown, true PNW native plants
Rhododendrons	https://vanveennursery.com/ordering-availability/	Oldest niche propagation nursery for rhododendrons
Perennials	https://www.luxperennials.com/plants	Sells mostly perennials (flowering plants that return year after year)
Various	http://www.millersmanorgardens.net/	Offers dwarf conifers, harder fuchsias, rock garden and alpine plants, iris, perennials, etc
Various	https://www.nandmherbnursery.com/gallery	Don't have an email, but they do have facebook: Facebook Profile
Cacti & Succulents	https://ritaleenursery.com/shop/	Retail/wholesale cacti and succulent nursery
Trees & Shrubs	http://www.rdrop.com/users/green/plantit/availability/avail.htm	Open by appointment (call or email)
Clematis	https://www.rogersonclematiscollection.org/clematis-sales	Contains the most comprehensive collection of clematis
Perennials	https://secretgardengrowers.com/	Don't have email, but has facebook: Facebook Profile and Instagram: Instagram Profile
Trees & Shrubs	https://tenoaksnurseries.com/list	Ornamental grasses, shrubs, conifers, trees and groundcovers
Lavender	https://barnownursery.com/plant-list/	Specializes in Lavender
Various	https://www.pdnursery.com/catalog.html	Provide landscapers and retail nurseries with a variety of container stock at affordable prices
Various	https://www.eshraghinursery.com/availability.html	Wholesale only
Various	https://www.marbotts.com/plants/	Webpage is limited, so suggest contacting them for all plant list
Various	https://www.dinsdalenursery.com/native_p.php	Wholesale grower supplying plants for Landscape Contractors, Retailers, Designers and Architects
Rhododendrons	https://www.siminittnursery.com/flower_category.htm	Been growing quality nursery stock for the wholesale trade, for more than 30 years

Appendix C: Financial Analysis – Summary of Assumptions

Figure C-1: PDX Urban Garden PRO FORMA Income Statement (Ideal)

	2022 (base yr)	2023	2024	2025	2023 Assumptio	2024 Assumptio	2025 Assumptio
Revenues:							
Products	\$ 6,792.65	\$ 7,125.49	\$ 7,531.64	\$ 7,790.73	104.90%	105.70%	103.44%
Landscaping	\$ 9,174.65	\$ 13,761.98	\$ 22,707.26	\$ 40,873.07	150.00%	165.00%	180.00%
Other Revenue	\$ 155.00						
Total Revenues	\$ 18,468.24	\$20,887.46	\$ 30,238.90	\$ 48,663.79			
Cost of Goods Sold							
Products	\$ (2,048.85)	\$ (1,781.37)	\$ (2,259.49)	\$ (2,726.75)	25%	30%	35%
Landscaping	\$ (4,080.42)	\$ (5,504.79)	\$ (9,082.90)	\$ (16,349.23)	40%	40%	40%
Total COGS	\$ 8,159.04	\$ 7,286.16	\$ 11,342.40	\$ 19,075.98			
Gross Profit	\$ 10,309.20	\$ 13,601.30	\$ 18,896.50	\$ 29,587.81			
Expenses:							
Advertising	\$ 793.66	\$ 1,000.00	\$ 2,500.00	\$ 1,500.00			
Car & Truck Expense	\$ 693.64	\$ 721.39	\$ 865.66	\$ 1,168.64	104%	120%	135%
Insurance	\$ 128.25	\$ -	\$ 1,680.00	\$ 1,730.40			103%
Professional Services	\$ -	\$ -	\$ 2,000.00	\$ 3,000.00			
Office Expenses	\$ 211.46	\$ 217.80	\$ 228.69	\$ 244.70	103%	105%	107%
Repairs and Maintenance	\$ -		\$ 700.00	\$ 1,200.00			
Supplies	\$ 1,329.16	\$ 1,594.99	\$ 1,993.74	\$ 2,591.86	120%	125%	130%
Taxes & Licenses	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00			
Meals and Entertainment	\$ 119.77						
Fees/Dues	\$ 1,787.78	\$ 1,823.54	\$ 1,969.42	\$ 2,264.83	102%	108%	115%
Education	\$ 300.00						
Total Expenses:	\$ 5,633.72	\$ 5,627.72	\$ 12,207.52	\$ 13,970.44			
Equipment FMV	\$ 3,271.43	\$ 3,762.14	\$ 4,702.68	\$ 6,583.75	115%	125%	140%
Net Income	\$ 4,675.48	\$ 7,973.58	\$ 6,688.99	\$ 15,617.37			

Figure C-2: PDX Urban Garden PRO FORMA Income Statement (Conservative)

	2022 (base yr)	2023	2024	2025	2023 Assumption	2024 Assumption	2025 Assumption
Revenues:							
Products	\$ 6,792.65	\$ 6,792.65	\$ 6,860.57	\$ 7,032.09	100.0%	101.0%	102.5%
Landscaping	\$ 9,174.65	\$ 11,468.31	\$ 15,482.22	\$ 21,675.11	125%	135%	140%
Other Revenue	\$ 155.00						
Total Revenues	\$ 18,468.24	\$ 18,260.96	\$ 22,342.79	\$ 28,707.20			
Cost of Goods Sold:							
Products	\$ (2,048.85)	\$ (3,056.69)	\$ (2,744.23)	\$ (3,516.04)	45%	40%	50%
Landscaping	\$ (4,080.42)	\$ (4,587.33)	\$ (6,192.89)	\$ (8,670.04)	40%	40%	40%
Total COGS	\$ 8,159.04	\$ 7,644.02	\$ 8,937.12	\$ 12,186.09			
Gross Profit	\$ 10,309.20	\$ 10,616.94	\$ 13,405.68	\$ 16,521.11			
Expenses:							
Advertising	\$ 793.66	\$ 1,000.00	\$ 2,500.00	\$ 1,500.00			
Car & Truck Expense	\$ 693.64	\$ 728.32	\$ 801.15	\$ 921.33	105%	110%	115%
Insurance	\$ 128.25	\$ -	\$ 1,680.00	\$ 1,730.40			103%
Professional Services	\$ -	\$ -	\$ 2,000.00	\$ 3,000.00			
Office Expenses	\$ 211.46	\$ 217.80	\$ 228.69	\$ 244.70	103%	105%	107%
Repairs and Maintenance	\$ -		\$ 700.00	\$ 1,200.00			
Supplies	\$ 1,329.16	\$ 1,528.53	\$ 1,834.24	\$ 2,292.80	115%	120%	125%
Taxes & Licenses	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00			
Meals and Entertainment	\$ 119.77						
Fees/Dues	\$ 1,787.78	\$ 1,823.54	\$ 2,005.89	\$ 2,407.07	102%	110%	120%
Education	\$ 300.00						
Total Expenses:	\$ 5,633.72	\$ 5,568.20	\$ 12,019.98	\$ 13,566.30			
Equipment FMV	\$ 3,271.43	\$ 3,435.00	\$ 3,778.50	\$ 4,345.28	105%	110%	115%
Net Income	\$ 4,675.48	\$ 5,048.75	\$ 1,385.70	\$ 2,954.81			

Figure C-3: PDX Urban Garden PRO FORMA Income Statement (Aggressive)

	2022 (base yr)	2023	2024	2025	2023 Assumption	2024 Assumption	2025 Assumption
Revenues:							
Products	\$ 6,792.65	\$ 7,336.06	\$ 8,143.02	\$ 9,283.05	108%	111%	114%
Landscaping	\$ 9,174.65	\$ 12,844.51	\$ 19,266.77	\$ 31,790.16	140%	150%	165%
Other Revenue	\$ 155.00						
Total Revenues	\$ 18,468.24	\$ 20,180.57	\$ 27,409.79	\$ 41,073.21			
Cost of Goods Sold							
Products	\$ (2,048.85)	\$ (2,200.82)	\$ (3,257.21)	\$ (4,641.52)	30%	40%	50%
Landscaping	\$ (4,080.42)	\$ (2,568.90)	\$ (3,853.35)	\$ (6,358.03)	20%	20%	20%
Total COGS	\$ 8,159.04	\$ 4,769.72	\$ 7,110.56	\$ 10,999.56			
Gross Profit:	\$ 10,309.20	\$ 15,410.85	\$ 20,299.23	\$ 30,073.65			
Expenses:							
Advertising	\$ 793.66	\$ 1,000.00	\$ 2,500.00	\$ 1,500.00			
Car & Truck Expense	\$ 693.64	\$ 797.69	\$ 1,196.53	\$ 2,153.75	115%	150%	180%
Insurance	\$ 128.25	\$ -	\$ 1,680.00	\$ 1,730.40			103%
Professional Services	\$ -	\$ -	\$ 2,000.00	\$ 3,000.00			
Office Expenses	\$ 211.46	\$ 222.03	\$ 255.34	\$ 331.94	105%	115%	130%
Repairs and Maintenance	\$ -		\$ 700.00	\$ 1,200.00	2%	5%	2%
Supplies	\$ 1,329.16	\$ 1,727.91	\$ 2,332.68	\$ 3,499.01	130%	135%	150%
Taxes & Licenses	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00	100%	100%	100%
Meals and Entertainment	\$ 119.77	\$ 400.00	\$ 750.00	\$ 1,000.00			
Fees/Dues	\$ 1,787.78	\$ 1,823.54	\$ 1,914.71	\$ 2,067.89	102%	105%	108%
Education	\$ 300.00						
Total Expenses:	\$ 5,633.72	\$ 6,241.16	\$ 13,599.26	\$ 16,752.99			
Equipment FMV	\$ 3,271.43	\$ 4,252.86	\$ 5,954.00	\$ 8,931.00	130%	140%	150%
Net Income	\$ 4,675.48	\$ 9,169.69	\$ 6,699.97	\$ 13,320.66			

Figure C-4: PDX Urban Gardens Statement of Cash Flows

PDX Urban Gardens					
Cash Flow Statement					
	For the Year Ending	12/31/2022	12/31/2023	12/31/2024	12/31/2025
	Cash at Beginning of Year	\$ (1,473.63)	\$ 8,717.35	\$ 8,247.60	\$ 8,184.33
Operations					
Cash receipts from customers		18,468.24	20,887.46	30,238.90	48,663.79
Cash paid for					
Cost of Goods Sold		(8,159.04)	(5,504.79)	(9,082.90)	(16,349.23)
General operating and administrative expenses		(5,633.72)	(5,627.72)	(12,207.52)	(13,970.44)
Wage expenses				7,317	15,494
Depreciation		556	1,090	1,936	3,003
Income taxes					
Net Cash Flow from Operations		5,231.48	10,844.95	18,201.28	36,841.53
Investing Activities					
Cash receipts from					
Sale of property and equipment					
Collection of grants		7,200			
Cash paid for					
Capital Expenditures		3,271	3,762	4,703	6,584
Deposits into Savings		(900)	(1,500)	(1,800)	(2,100)
Net Cash Flow from Investing Activities		9,571	2,262	2,903	4,484
Financing Activities					
Cash receipts from					
Borrowing					
Cash paid for					
Repayment of loans					
Distributions		(4,611.93)	(13,576.85)	(21,167)	(38,931.03)
Net Cash Flow from Financing Activities		(4,611.93)	(13,576.85)	(21,167.23)	(38,931.03)
Net Increase in Cash		\$10,190.98	\$ (469.75)	\$ (63.27)	\$2,394.24
Cash at End of Year		\$ 8,717.35	\$ 8,247.60	\$ 8,184.33	\$ 10,578.57