Woosh Logistics, Inc.   *The Smartest Way to Move Goods - Crowdsourced!*

WOOSH BUSINESS PLAN

(2025 Edition)

EXECUTIVE SUMMARY

Woosh Logistics is pioneering a containerized micro-logistics network that transforms underutilized commuter vehicles into a decentralized same-day B2B delivery fleet. As a Berkeley SkyDeck-incubated startup, Woosh addresses a critical gap faced by over 35 million U.S. small and medium businesses (SMBs): the lack of cost-effective, mid-sized shipment options for short-haul deliveries. By standardizing shipments in patent-pending **WooshBox** smart containers and orchestrating routes with the AI-driven **WooshApp** platform, Woosh achieves **40–55%** cost savings compared to traditional less-than-truckload (LTL) carriers and **80-90%** cost savings compared to maintaining a small fleet, while enabling same-day service. Essentially, Woosh is building **less-than-pallet-load (LPL)** moves – shipments bigger, heavier, or more fragile than parcel (often multi-carton or a single bulky item) but not worth palletizing for LTL – and commonly arise with same-day store replenishment, inter-location transfers, equipment/demo kits, installations, and urgent parts.

This unique approach combines the scalability of freight containerization with the flexibility of crowdsourced mobility, positioning Woosh as a new standard for urban and suburban logistics.

Woosh is thus built as a **just-in-time (JIT)** logistics model by design. We trigger micro-shipments precisely when and where they are needed, minimizing inventory while maximizing availability. Nothing beats the power of people for local density, speed, and resilience – our crowdsourced network turns everyday commutes into on-demand capacity. JIT replenishment is now all the rage across retail, food and beverage, healthcare, and e-commerce. Woosh operationalizes it for mid-size local freight with a people-powered platform.

CORE TEAM (MANAGEMENT & ADVISORY)

- **MANAGEMENT**

Ivan Bondarenko, MEng (UC Berkeley) – Co-Founder & CEO. Mechanical/robotics background; co-founded Perpetua Industries (advanced CNC systems) and led brand-side product work (Adidas, Nike). At Woosh he drives product and go-to-market for a people-powered, just-in-time network.

Edgar Meyroyan, PhD – Co-Founder & COO/CLO. 7+ years at EY as Legal Assistant Manager across corporate sales and cross-border legal ops. He builds compliant, scalable operations – contracts, risk, and day-to-day execution.

- **ADVISORS**

Steve Walsh – Logistics Strategy. 35+ years in global logistics (air charter, cold chain, tradeshows, air/ocean, FTL/LTL, distribution/warehousing). Brings time-definite playbooks and cost-to-serve discipline.

Brian Hsu – GTM & Partnerships. Former logistics expert at Lyft and eBay; guides B2B business development and opens doors to anchor accounts and platform partnerships.

Rupesh Shrestha, MEng (UC Berkeley) – Hardware & Product. Mechanical engineer focused on IoT-enabled, secure WooshBoxes; experience from design/FEA to manufacturing. Currently also a Mechanical Engineer at VPE Thermal.

WHY THIS TEAM WINS: Woosh blends engineering-led product (Ivan, Rupesh), repeatable, compliant operations (Edgar), enterprise BD + platform know-how (Steve), and deep modal logistics expertise (Brian). That mix is exactly what a just-in-time, crowdsourced model demands: reliable hardware-and-software suite, disciplined ops, trusted partnerships, and proven logistics judgment.

MARKET OPPORTUNITY AND INDUSTRY PAIN POINTS

Within the $1.33 trillion U.S. logistics industry, Woosh is laser-focused on a $184 billion serviceable segment of short-haul, mid-size shipments. Our 10-year plan targets a serviceable obtainable market (SOM) of roughly **$3.7 billion in annual revenue**. Initial beachhead markets include high-frequency local supply chains (e.g. specialty coffee distribution, auto parts businesses), where costly inefficiencies currently prevail.

Post-pandemic situation shifted the market. Businesses are racing toward JIT restocks to free working capital and meet "need-it-now" expectations. Small, frequent, reliable replenishment is the new norm. Crowdsourced logistics outcompetes fixed fleets here because people are already everywhere customers are, creating unmatched micro-coverage.
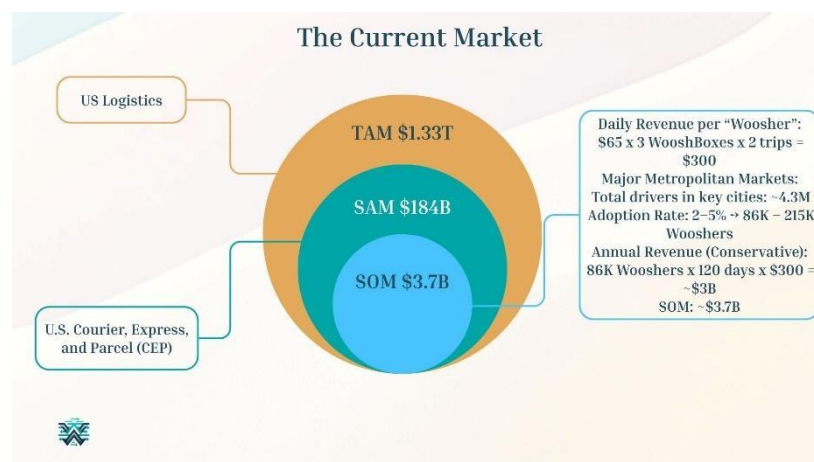

- **PROBLEM**

The SMB Logistics Crisis

SMBs today face systemic pain points in short-haul logistics. Traditional providers force businesses into a no-win choice between slow, oversized freight services and expensive couriers:

- **Oversized LTL Freight:** Less-than-truckload carriers like FedEx Freight often charge nearly **$490** for an 80 lb shipment with 1–2 day transit, despite the shipment filling only ~15% of a truck's capacity. SMBs overpay for unused space and inflexible schedules.

- **Prohibitive Couriers:** Dedicated local couriers demand a premium (**~$260**) for that same 80 lb delivery, and app-based gig options (e.g. Uber) will not carry items over ~30 lbs. Fast delivery is available, but at a steep price and limited capacity.

- **Inventory Distortion:** Lacking cost-effective small shipments, 68% of SMBs resort to ordering in bulk, leading to overstocking and tying up 12–18% of their working capital. Paradoxically, they still suffer frequent stockouts – e.g. coffee retailers collectively lose an estimated **$23 billion** annually from inventory shortages and emergency restocking costs.

This is the opposite of JIT: excess inventory + stockouts. What SMBs need is a dependable, low-cost way to replenish in smaller, faster, more frequent batches – exactly when demand speaks.
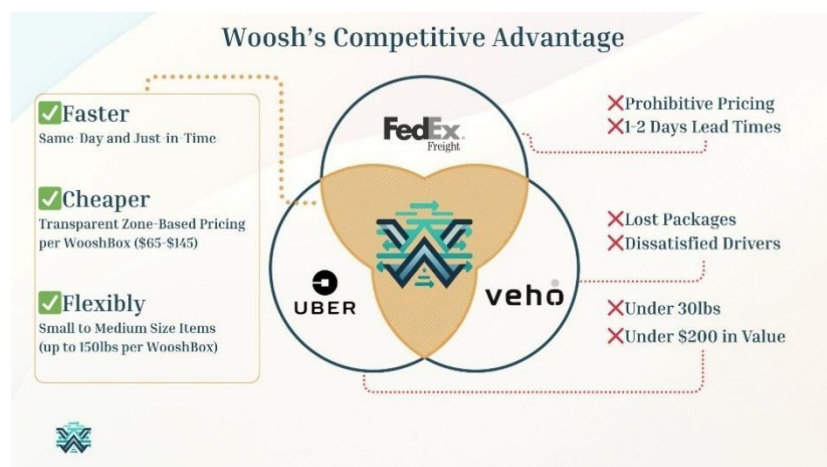
The Empty Space Economy

Meanwhile, a massive amount of delivery capacity lies hidden in plain sight. There are over **90 million SUVs and pickup trucks** on U.S. roads, making ~4.3 trips per day each, with about **68% of their cargo space empty**. This underutilized asset is equivalent to the cargo capacity of 150 mega-container ships circulating daily, unused on our highways.

Woosh sees this as an opportunity: by tapping even a small fraction (e.g. 0.3%) of that idle capacity via crowdsourced drivers, we can handle **over 1.4 million daily shipments** – all at significantly lower cost. In effect, Woosh turns everyday vehicles into a virtual fleet, achieving economies of density without owning a single truck. This "empty space economy" is the key to breaking the SMB logistics deadlock, providing a new supply of transport capacity that is flexible, abundant, and already on the move.

People-powered scale is our moat because we believe the densest network is not the one with the most trucks, rather, it is the one with the most neighbors willing to deliver right now.

SOLUTION & PRODUCT

Woosh's solution is a secure, smart, and scalable logistics platform purpose-built for mid-sized, short-haul shipments. It combines innovative hardware (WooshBox) and a powerful software platform (WooshApp) to seamlessly match supply and demand for deliveries. To make this ecosystem work, we operate Woosh Hubs – van-based mobile micro-hubs and pop-up curbside nodes – roaming cross-docks that stage WooshBoxes and execute sub-3-minute curbside swaps, bringing the hub to demand and upholding JIT windows (**hub architecture follows**).

Thus, by enabling smaller, more frequent replenishment, Woosh directly reduces holding costs and obsolescence for customers. This is a value that supports premium Service Level Agreements (SLAs) and dynamic pricing. Crowdsourced elasticity lets us surge capacity in peak hours without carrying idle fixed assets, protecting margins.

WOOSH HUB ARCHITECTURE – MOBILE AND MICRO (VAN-BASED)

A Woosh hub is a temporary or mobile node (often an upfitted van) enabling rapid WooshBox consolidation, curbside swap-and-go handoffs, and short dwell buffering – brought to the demand rather than fixed in place.

   ▪ **OPERATIONAL SCHEMATICS (STEP-BY-STEP)**

1.   **Supplier intake & box prep:** Mobile hub scans in WooshBoxes, verifies contents/temperature where applicable, and applies route tags by micro-zone.

2.   **Micro-zone staging:** Boxes are sequenced in the van by drop cluster; WooshApp publishes provisional rendezvous windows to drivers.

3.   **Geofenced rendezvous windows:** Drivers receive 5-15-minute windows with live ETAs; WooshApp navigates to curbside meet points.

4.   **Curbside swap (<3 minutes):** Scan-out from hub + scan-in to driver (QR/RFID); zero handling of loose items; driver departs immediately.

5.   **Final-mile drop & POD (proof of delivery):** Driver completes in-app photo/signature; business receives automated ETA updates and proof-of-delivery.

6.   **Exception playbooks:** If a driver is late/no-show, WooshApp auto-reassigns or the van completes the drop to protect the SLA.
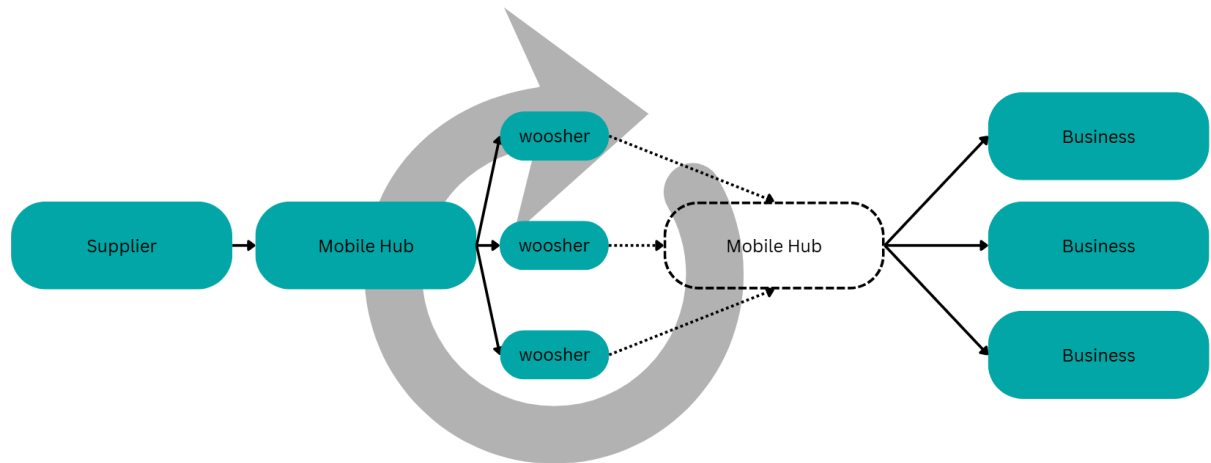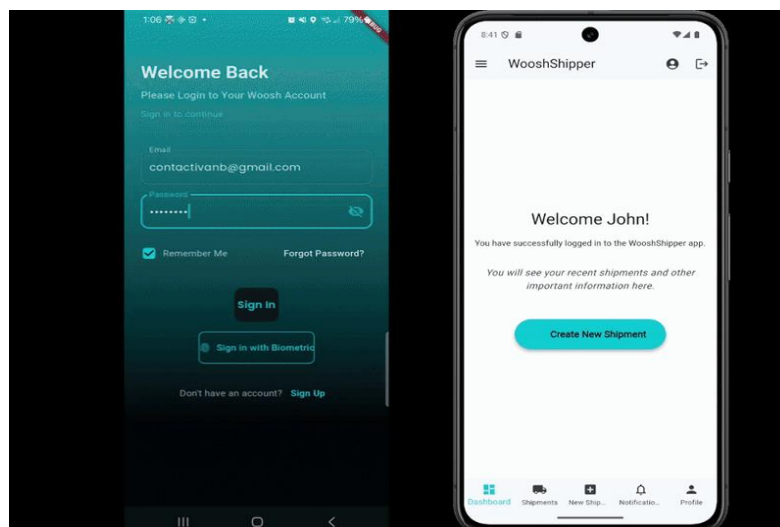

3-min curbside swaps · QR/RFID custody · WooshApp schedules rendezvous

PRODUCT

Woosh's product offering spans both a technology platform (WooshApp) and a physical component (WooshBox). Together, they form a tightly integrated ecosystem that ensures secure, efficient movement of goods from origin to destination.

▪ **WOOSHAPP**

WooshApp is the AI-driven software backbone of Woosh's operations, serving both shippers and drivers with an intuitive, feature-rich interface:

- **"*Woosh It!*" Detour Gamification –** A unique in-app feature that gamifies on-demand deliveries for drivers. WooshApp can alert a driver of a lucrative WooshBox pickup that is slightly off their current route. The driver is shown the detour on an enhanced map along with **projected earnings** for taking it. Completing these "Woosh It!" tasks earns drivers points and rewards, turning idle car space into a game-like earning opportunity. This boosts driver engagement and increases network capacity during peak needs.

- **Enhanced Map & Earnings Overlay –** WooshApp provides drivers with rich map visuals that clearly highlight pickup/drop-off points and optimal routes. Real-time traffic data is integrated, and earnings overlays show drivers at a glance how much they can make on each route or in different hotspot areas. This transparency helps drivers plan their time for maximum income and ensures route clarity for on-time deliveries.

- **Secure Shipper Portal –** For shippers, WooshApp includes a web and mobile portal with bank-grade authentication and security. Businesses can book shipments, verify driver identity upon pickup (e.g. QR code scanning of WooshBox), and track their goods in real time. All data transmissions are encrypted, and multi-factor authentication ensures only authorized personnel can request or receive a shipment – critical for high-value or sensitive goods.

- **AI Routing Engine (Google-powered) –** At the core of Woosh's software is an advanced routing engine leveraging Google's machine learning models and mapping APIs. It dynamically plans multi-leg routes, clustering nearby shipments and assigning them to the most suitable drivers. The engine considers 32+ variables (traffic patterns, historical route performance, vehicle size, driver location, etc.) to minimize empty miles. This results in smart vehicle selection, automatically choosing a driver whose vehicle has the right capacity and is optimally located for each shipment.

- **WISE – Woosh Intelligent Systems Engine –** WooshApp is being further enhanced by developing "WISE," an AI-powered operations brain that will oversee real-time decisions across the network. WISE will:

  - *Dynamic Driver-Box-Hub Pairing:* Instantly match drivers to available WooshBoxes and coordinate with hub resources (when intermediate storage or swaps are needed) to maximize efficiency.

  - *AI Customer Service:* Provide automated, intelligent responses to customer inquiries (e.g. "Where is my package?") and proactively flag issues (like a potential delay) before they escalate.

  - *Robotic Warehouse Ops:* Integrate with robotics at future Woosh warehouses or partner warehouses to automate WooshBox handling (sorting, loading, unloading) with minimal human labor.

- o *AI-driven Insurance & Safety:* Continuously assess risk factors (weather, route, package contents) to adjust insurance coverage or driving guidelines on the fly. This AI insurance model can reduce costs by preventing incidents and optimizing coverage levels.

- o *Dynamic Pricing & Incentives:* Analyze supply and demand in real time to adjust delivery pricing for shippers and earnings for drivers, ensuring the platform stays balanced. For example, WISE might offer a higher payout for a hard-to-fill route to attract drivers (akin to surge pricing).

- o *Fleet Forecasting:* Predict future driver supply and shipment demand by region and time, enabling proactive recruitment or marketing campaigns to avert capacity shortfalls or oversupply.

In sum, WooshApp is not just a delivery app – it is a comprehensive AI logistics platform. From user-friendly maps and security to the sophisticated WISE optimization engine, WooshApp ensures every shipment is moved by the right person at the right time, with maximum efficiency and accountability.

- ▪ **WOOSHBOX**
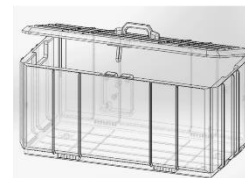
At the heart of Woosh's physical operations is the WooshBox, a next-generation logistics container that enables the network's efficiency and security:

- **Standardized & Foldable Design:** Each WooshBox has a footprint of about 2′×2′×4′ (16 cu ft) and can carry up to 250 lbs of cargo. This size was deliberately chosen to fit the trunk or backseat of most sedans, SUVs, and hatchbacks, covering ~80% of typical SMB shipment dimensions. When empty, the WooshBox features a collapsible design – it can be folded down for compact storage. This foldability makes it *driver-friendly*: couriers can collapse and keep an empty box in their vehicle without it taking up too much space, or easily stack many empty boxes in a hub for return/redeployment.

- **Secure & Insured:** WooshBox is built to be highly secure, both physically and digitally. Each container is equipped with GPS tracking and RFID tags for real-time location monitoring. An inertial measurement unit (IMU) can detect shocks or if the box is opened unlawfully, and a blockchain-based tamper seal records any unauthorized access

attempts. The contents of every WooshBox are insured up to a set amount (e.g. $10k per shipment) to give shippers peace of mind. In transit and even when stationed on-premises at a client's location, the box remains under continuous tracking and security protocols.

- **Native App Integration:** Every WooshBox is tagged in the WooshApp system, enabling seamless integration with the platform. Shippers and drivers scan QR codes or use RFID to hand off custody of a box via the app, creating a verifiable chain-of-custody log. Customers can monitor their shipment's status in real time (location, temperature if applicable, etc.), since the WooshBox can include sensors for environmental conditions (ideal for cold-chain needs). This deep integration means the physical box is an active, data-generating node in the Woosh network – truly a "smart container."

- **B2B Scalable:** WooshBox is designed for enterprise use and scalability. Durable materials and a modular design allow it to be reused thousands of times, driving down per-trip costs. It's also stackable and pallet-compatible, so businesses can easily incorporate WooshBoxes into their existing warehouse workflows. For high-volume clients, Woosh can stage multiple WooshBoxes at their facility, effectively creating a mini-distribution hub that can be picked up by different drivers as needed. This scalability makes WooshBoxes suitable not just for small retailers but also larger enterprises looking to decentralize distribution.

- **Validated Performance:** The WooshBox concept is undergoing advanced validation trials. In field tests, using WooshBoxes reduced loading and unloading times by 92% compared to loose freight, thanks to quick "drop-in" loading and one-click secure locking. Damage and loss claims dropped by 67% as the sturdy containers shielded goods and digital locks prevented tampering. These trials, conducted with pilot customers in the Bay Area, confirm that WooshBox can serve as a scalable, end-to-end secure micro-logistics container. The product is now near production-ready for broader rollout alongside the WooshApp.

Through the combination of WooshApp and WooshBox, Woosh delivers a holistic product system: shippers get plug-and-play simplicity and trust (pack it, lock it, track it), drivers get efficient handling and earning opportunities, and the platform gains the data and control needed to optimize the network. This tight integration of software and hardware is a key differentiator that enables Woosh's breakthrough economics and service levels.

MONETIZATION

Woosh monetizes its platform through **three complementary revenue streams**, creating a balanced business model that grows with customer needs:

1. **Delivery Fees:** The primary revenue driver in the early years (2025–2028) is the per-shipment delivery fee. Woosh charges about $65 per shipment as a base fee, which covers pickup, transport, and drop-off of a WooshBox within a metropolitan region. Out

of this fee, drivers are paid per mile or per trip, and Woosh retains a margin. Thanks to route optimizations and multi-load trips, Woosh's take on each shipment improves as volume increases – successful route densification can add an extra 18–22% in margin by utilizing one driver for multiple boxes. At scale, the delivery operation is expected to achieve contribution margins of ~10–30% per shipment (after paying drivers and direct costs). This is a healthy margin in logistics, made possible by the efficiency of the crowdsourced model. Notably, $65 is 75% cheaper than traditional LTL for the same job, yet still leaves Woosh with profit because of its low overhead approach. As Woosh grows, network effects (more shipments per route, smarter algorithms) will further improve the unit economics. We project that the delivery segment can reach ~60% gross margins long-term, far outperforming legacy delivery services.

2. **Inventory Management SaaS:** Starting in 2026, Woosh will layer on a subscription Software-as-a-Service (SaaS) offering for inventory and supply chain management. For a monthly fee of $299 per business, Woosh's Inventory Management module gives SMBs tools to track stock levels across locations, get real-time restock alerts, and auto-trigger Woosh deliveries or purchase orders when inventory is low. This service integrates seamlessly with the Woosh delivery platform – for example, a cafe can receive a low-beans alert and with one click schedule a WooshBox delivery from their roastery. The SaaS platform deepens Woosh's relationship with customers and generates high-margin recurring revenue. Additionally, as Woosh becomes a hub connecting suppliers and retailers, there is an opportunity for transaction commissions (the platform could take a small percentage, e.g. 30%, of any supplier orders facilitated through it). In essence, Woosh can evolve into a marketplace for restocking goods, on top of being a delivery provider. By 2027 and beyond, this SaaS/marketplace layer could contribute a significant portion of revenue with minimal incremental cost, boosting overall margins.

3. **Carbon Credits:** As a sustainability-focused logistics solution, Woosh plans to monetize carbon emission reductions from its operations by 2027+. Each Woosh shipment produces significantly less CO_2 than equivalent LTL or courier deliveries – roughly 0.38 kg less CO_2 per shipment compared to LTL, due to higher vehicle utilization and shorter routes. Aggregated over thousands of shipments, these savings can be converted into carbon credits and sold in emissions trading markets. In California's Cap-and-Trade program, credits trade around $45 per ton of CO_2. Woosh will quantify the emissions saved by its network (for example, using IoT data from WooshBoxes and route records) and earn revenue by selling credits to companies that need to offset their carbon footprint. This not only provides an additional revenue stream at virtually 100% margin, but also aligns Woosh's financial incentives with environmental impact. As Woosh scales nationwide by 2028–2030, the carbon credits initiative could become a multi-million-dollar revenue contributor, given the large cumulative CO_2 reduction of an optimized, shared-capacity delivery network.

Unit Economics: Under this three-pillar model, Woosh's unit economics are compelling. For an illustrative 80 lb shipment, Woosh charges $65, versus ~$260 via LTL or ~$490 via courier. Even at that low price, Woosh can attain ~58% gross margin per delivery, compared to ~22% for an LTL carrier on a small load. The key driver is asset efficiency: Woosh achieves ~86% capacity utilization of its vehicles (by filling otherwise empty space), vs only ~15% in a typical half-empty LTL truck. This efficiency means each WooshBox delivered carries far less overhead cost. Additionally, Woosh's later revenue streams (SaaS and credits) have high margins and layer on top of the delivery business, improving the overall economics per customer. By continuously optimizing routes and increasing multi-load trips, Woosh aims to keep reducing the variable cost per shipment. The target outcome is a healthy contribution margin (10–30%) on each delivery and rapid payback on customer acquisition (since one business shipping a few boxes a week can generate thousands in annual revenue). As volumes grow, we expect economies of scale and network effects to further improve profitability, turning Woosh into a high-margin logistics platform in an industry known for thin margins.

GO-TO-MARKET STRATEGY

Woosh's go-to-market is structured in **three phases**, each building on the success of the previous, to systematically grow from a niche service into a broad logistics platform:

Phase 1: Category Creation (2025). In this initial phase, Woosh is focused on proving the model in a tightly defined vertical and region – effectively creating a new category of delivery service. The target is the Bay Area coffee/tea retail segment (and similar beverage niches).

Phase 2: Horizontal Expansion (2026–2027). With the concept proven in one vertical, Woosh will expand to new industries and regions. Phase 2 is about scaling breadth while maintaining efficiency.

- *New Verticals:* Woosh will replicate its playbook in other sectors that share the pain of costly short-haul logistics. Priorities include healthcare (stat labs, pharmacies, cold chain), where quick, cost-effective transport of medical samples or supplies is critical; auto parts distribution, supplying car repair shops just-in-time; and hyperlocal e-commerce fulfillment, enabling same-day restocks or deliveries from micro-warehouses. Each of these verticals will be approached with tailored sales efforts and potentially pilot programs to land marquee clients.

- *Geographic Growth:* Starting in mid 2026, Woosh plans to enter additional metropolitan areas. Potential cities are Los Angeles, Seattle, and New York City as first wave, then others. By Q3 2026, the goal is to have Woosh operations in at least 5 cities (either directly or through franchise/partner models). Expansion involves recruiting local driver networks and establishing small local teams or partnerships for customer onboarding. We will leverage learnings from the Bay Area to ramp up quickly in each new city.

- *Platform Enhancements:* During Phase 2, Woosh will roll out the Inventory Management SaaS offering and other WooshApp enhancements to deepen the value for customers. This locks in clients (who begin to rely on Woosh not just for transportation but for inventory automation) and increases revenue per client.

- *Partnerships:* Woosh will seek strategic partnerships to accelerate expansion. For example, collaborating with regional 3PLs or courier companies to handle overflow demand, partnering with franchise owner-operators in new cities, or integrating with e-commerce platforms (so merchants on those platforms can book Woosh deliveries directly). Also, outreach to large potential clients (e.g. a national coffee chain or lab network) could secure multi-city contracts that drive our expansion forward.

Phase 3: Platform Ecosystem (2028+). In this phase, Woosh evolves into a full-fledged logistics ecosystem, capitalizing on scale and pursuing opportunities in automation and platform monetization:

- *Warehouse Automation:* As volume grows, Woosh will establish a system of warehouse automation where WooshBoxes can be swapped, sorted, or stored. These warehouses will be equipped with robotics and IoT (managed by WISE) to automate box handling.

Orientation Note!

Because Woosh is launching in the San Francisco Bay Area, we lead with a single, at-a-glance snapshot below of the Bay-only opportunity, clearly showing our GTM path through four anchor verticals before we replicate nationwide.
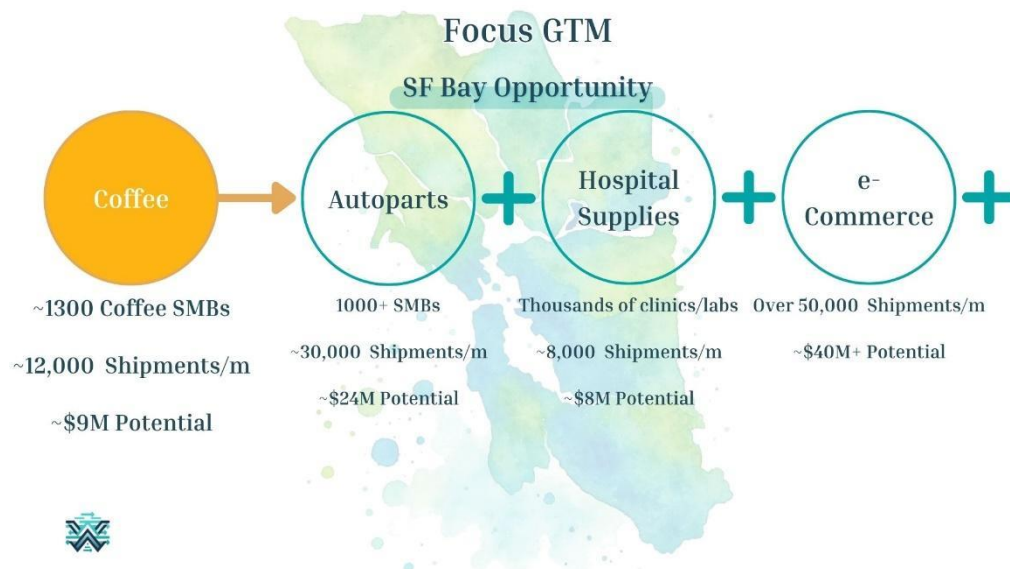
Four anchor verticals with local sizing: **Coffee** (~1,300 SMBs; ~12k shipments/mo; **~$9M** potential), **Auto Parts** (1,000+ SMBs; ~30k/mo; **~$24M**), **Hospital Supplies** (thousands of clinics/labs; ~8k/mo; **~$8M**), **e-Commerce** (50k+ shipments/mo; **$40M+**).

TRACTION

Early pilots in the San Francisco Bay Area have demonstrated Woosh's impact. Partnerships with local coffee retailers yielded 80–90% cost reductions versus dedicated couriers. As of 2025, in just 4 weeks, Woosh has onboarded 100+ drivers to its platform and secured letters of intent (LOIs) from both coffee chains and a regional cold-chain distributor to expand the service. The company has built and is field-testing its WooshBox prototypes (showing 92% faster loading and 67% less damage compared to traditional palletized freight). These results validate strong product-market fit and demand for Woosh's solution.

FINANCIAL & FUNDING

Woosh is presently raising a $1.8 million seed round (SAFE, post-money valuation of $12 million, $50k minimum check). To date, $450k is soft-commits toward this round, which is targeted to close by mid-2026. This funding will fuel expansion through 2025–2026, including a 100+ driver Bay Area pilot scale-up and key product launches. The company projects revenue growth from ~$1.8 million by mid-2026 to $18.7 million early 2027 and $94.5 million by 2028, reaching profitability by 2027. Woosh is refining its unit economics with the goal of 10–30% contribution margins per shipment at scale, paving the way for sustainable growth.