**Dorado Environmental/Filta Business**

* *Mission: The mission of Dorado Environmental Inc. is, through the ingenuity of Filta, provide Environmental Kitchen Management practices to the professional and commercial restaurant and culinary world.*

**THE PLAN**

* *For the calendar year, 2019*

1. **GOAL**: Build the Dorado/Filta business to a **four (4) van business by the end of 2019**
   1. **OBJECTION:** How do we get from zero to four?
      1. **ANSWER**: Build through the following ways
         1. **Organic Growth**
            1. After we initially transition the territories (JM services territory customers), CD and TS will step in to service the routes. Schedule to be determined. They will fill in and cover the routes.

The goal here is to provide quality service

Find a replacement tech who will become, ‘The route tech’

* + - * 1. To monitor the process: Weekly meetings to review growth opportunities and service wins/issues/problems/suggestions

Each member of the team will identify targets

JM will sell into the new targets with direct sales and Filta inside sales

We will identify the opportunities so that our BDM can assist

* + - * 1. The **target** for growth will be one client per week (measured by one site evaluation per week). Over the balance of the year, eight months, if successful, this will produce a set of thirty-two (32) additional customers. The goal is to retain ALL.

Sub goals are:

Appear on the weekly win Filtanet profile regularly

Make the top ten monthly revenue by the 12th month of operation

* + - * 1. From here, and with our coach/experience, we can explore the role of double shifting vans for maximization of the service route
      1. **Acquisition**
         1. Unique opportunity exists to purchase the previous owner’s territory in the Lehigh Valley, price undetermined
         2. Hank Slaymaker (previous owner) had territory outside the LV as well, NJ and in the Princeton area
         3. From the initial data dive, it appears that HS has roughly 17 customers resulting in between $110,000 and $120,000 gross sales. Largely representing FiltaFry.

**Pros of a Purchase**

There is a current technician in place with seniority, route expertise and knowledge

The technician is making $17-$18 dollars per hour and working 50-60 hours a week

There is an infrastructure in place in the form of:

Service van with 90k miles

Two generation 3 units

Storage Unit that costs $90 per month

The clients are largely educational clients

The customers WANT the service (cannot be underestimated)

Customers, when they learned of HS departure, panicked and called Filta

They did not want to part with the service

The distinct opportunity exists to leverage a buy against Filta’s needs to decide what to do with the territory

The opportunity exists to negotiate the accounts in NJ, that were operated by HS

**Cons of a Purchase**

We currently own a bunch of unharvested fields

Logistical headache in terms of who would manage, and be responsible for the area

What do you do if the senior tech quits?

Who backfills and works alongside the tech?

How do you grow? What do the targets look like?

* + - 1. **Exercise the current options that were purchased**
         1. Exercising these options will increase the territory size and targets
         2. This will provide a more robust customer base
         3. Goal over the next **3** months is to:

**Identify targets in the territory**

**Know by the end of April, if there is an opportunity to grow in either?**

**Potentially extend the option for two years, against a purchase of HS territory**

**Work on infrastructure and buildout**

* 1. **OBJECTION:** What do you do after this?
     1. **ANSWER:** Own all of New Jersey, with eyes on more
        1. How do you accomplish this?
           1. Continue a measured growth plan of 1 customer per week.
           2. Build upon the relationships and grow vertically, not just horizontially
           3. Work on other growth opportunities, such as other acquisitions
        2. **TARGET:** By June of 2020, be the largest NJ franchise measured by gross volume
           1. **SECONDARY TARGETS:**

Be the largest in all sub-category revenue opportunities

Be ready to strike at more opportunities outside the state

1. **GOAL: WITHIN THREE (3) YEARS, BE THE LARGEST FRANCHISE IN THE REGION MEASURED BY GROSS SALES VOLUME**
   1. **OBJECTION**: How are you doing this?
      1. **ACTION PLAN**
         1. Continue on course to grow the business horizontally, one customer at a time.
         2. In three years, this would represent 144 customers, representing between 8 and 10 vans
         3. Continue to work on developing vertical sales into customers. The goal for all vertical sales is in three years, to have the average sales per month per customer is $1100.00.
2. **GOAL: GROWTH BEYOND NJ AND THE THREE YEARS (LARGEST IN NORTHEAST REGION ON THE EAST COAST IN FIVE YEARS)**
   1. **OBJECTION**: HOW?
      1. At the end of five years, Dorado is to be the largest franchise, by gross sales, on the East Coast
         1. Organic
            1. Continue our best business practices

We do this by continuing to grow out the territories

We also look for strategic acquisitions of other owner/operators in and around our area

* + - * 1. We need to continue our basic practices of finding good people. The organization, at this point, would look to be a set of regional managers, Northeast, Southeast, as well as multi-territory managers.
      1. Big Money
         1. We look for PE or Family Offices to step in with capital influx

We go for PE or other family offices to buy into the vision we have and the organization we have build

This will provide an influx of capital to build on and purchase more territories and areas

The goal will then be to replicate what the business is beyond the east coast

As well as provide a solid return for the PE

* + - * 1. From here, we continue to reach for the sky and move to other areas of the country