



Business Plan

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Opportunity

Meet Shirley: After working for several years, she had her first child, and has been devoted to her family ever since. She raised her kids well, and is incredibly proud of the lives they are about to start on their own. However, Shirley's life is changing too, and she decides to redirect her focus into a new career. It isn't easy though, the job market and job searching process have changed immensely since she left with online tools having taken over, and her skills have been left in the dust. Shirley isn't just looking for a job, she's looking for purpose, but she is scared she won't find a place where she fits in. Shirley isn't alone either, with many re-entrants to the job market being left behind in today's fast-paced workforce.

Just Shirley provides Shirley and those like her with professional profile development so that they can gain back the confidence and knowledge they need to enter the modern job market. In Boulder County alone, there are an estimated 7,500 stay-at-home parents re-entering the workforce, and 500 professionals changing careers. By capitalizing on this customer base, we hope to grow very quickly from a small business to local leader in the career coaching community.

Service

We will provide three tiers of service packages for our customers. Our base-tier Just Launch package gets them off the ground quickly with job search and interview prep. The mid-tier Just Fly package sets them up to be ultra-competitive in the modern job market with a more in depth professional profile. Our top-tier Just Soar package ensures ultimate success in pursuing their dream job with an interview guarantee. These packages are priced at \$200, \$400, and \$800 to meet our customers needs at a reasonable price. With our highly personalized services, we provide our customers the resources they need to land a career they can be passionate about.

Marketing Strategy

Our message will be direct and emotional to our target market. For each of our service tiers we have tailored a different campaign media strategy to match our package pricing. All of them will take place at places that we know our target visits often and are not already overloaded with other ads.

Competitive Advantage

We will seek to differentiate ourselves from competitors through: Clarity of Pricing, Availability of both online and in person services, and a more targeted customer demographic.

Management

With a diverse set of academic backgrounds, are confident that we can grow this business to full fruition. Our team has the business aptitude, modern lens, and enthusiastic attitude to deliver on our mission and satisfy our customers.

Financial Projections and Funding

Just Shirley's financial success is heavily dependent upon the Gross Margin, so the success of the business is entirely dependent on the efficiency of operations. The first year is projected to produce \$850,000 in revenue with a 20% gross margin and quadruple by year 5 as gross margin raises to 25%. The basis of this model is dependent upon using the first 6 months to get established and drive high volumes through discounted basic services using a \$100,000 SBA loan. After that period, testimonials and an additional venture capital investment of \$50,000 for 8% equity will allow for rapid growth as the sales strategy shifts toward higher-paying customers.

Company Overview

Just Shirley is a career kickstarting company that is passionate about helping people get back to work. We provide personalized, professional profile development to help our clients gain the confidence and knowledge they need to enter the modern job market.

Service Description

Service Offerings

Our services are grouped into the following tiered packages. To provide the services, each package features a set number of consulting hours to complete the included services. At the request of the customer, consulting hours can be done online through text, audio, or video chat.

Services	Just Launch	Just Fly	Just Soar
Resume Development	X	X	X
Interview Coaching	X	X	X
Personal Branding Guidance	X	X	X
LinkedIn Building		X	X
Personality-Based Testing		X	X
Professional Skills Assessment		X	X
Mock Interview		X	X
Job Search			X
Interview Guarantee			X

Dedicated Representative			X
Price	\$200	\$400	\$800

Resume Development

Instead, one of our service representatives will ask the customer about their past experiences, and develop a profile of their key strengths and interests. From there, we create the customer's new resume from scratch for them. Our resumes focus entirely on the value the customer can provide in a role they care about, rather than just listing their previous job descriptions. This gives our customer a resume that employers want to see, enabling them to land a career they can be passionate about.

Interview Coaching

Complementary to resume development, we also feature interview coaching. This coaching is focused taking the key strengths and interests of the customer, and matching them with experiences that the customer can present in an interview. Additionally, the service representative will help the customer develop the story behind these experiences, so that they can convey the value they offer.

Personal Branding Guidance

As the third base service, personal branding guidance abstracts the ideas in the resume development and interview coaching into the customer's own brand. This process teaches the customers how to present their best selves, through their key strengths and interests that were identified. This process is also meant to help the customer find their passion, and how they can apply that to the workforce in a rewarding way.

LinkedIn Building

LinkedIn Building is included as an extension of resume development. We will develop a high quality LinkedIn profile for customers to enhance their job search. As LinkedIn is a newer component of today's job market, we expect many re-entrants to be unfamiliar with the service. To help, our service representatives will walk the customer through how to use their new LinkedIn profile to network and find jobs effectively.

Personality-Based Testing

As personality tests are rising in popularity, we plan to offer personality-based testing of our own to enhance our ability to find customers' passions and best career matches. This testing will follow the Myers-Briggs scheme for identifying a personality type. Our service representatives will be trained to identify the customer's strongest personality traits, and then use these along with the customer's experience and interests to identify ideal career matches.

Professional Skills Assessment

The professional skills assessment takes the strength identification done in the resume development process to a deeper level. The professional skills assessment thoroughly explores the customer's background to learn about their experience and interests, and identifies the customer's best skills for the modern workforce.

Mock Interview

To further prepare for an interview, our mock interviews provide opportunities for realistic feedback in a low risk environment. This enables our customers to try out the strategies we have given them, so they can present their strengths extremely well in a real interview.

Job Search

As a premium feature, we will search for jobs that are right for each customer. After spending time getting to know our customers well, we are far more equipped to find a good fit than typical job placement or recruiting services.

Interview Guarantee

In addition to job searching, we also guarantee we can land our premium customers an interview. While this is just an extension of all our other services, it eliminates any doubt our customer might have, allowing them to put their best self forward and land the perfect career for them.

Dedicated Representative

Exclusively for Just Soar, we will match customers with an agent who will always be available to answer any questions you have. These customers will also receive priority for scheduling appointments with that representative, so long as other representatives are available.

Key Features

Personalized

The core feature of our services is their personalization. While our services representatives will follow a certain procedure, all of our services are built to give customers unique guidance based on their strengths. This is key to providing the help our customers find the value they bring to their new careers.

Online and In-person availability

In addition to the typical in-person interactions, our services will be available through online text/audio/video chat. This is a huge advantage over competitors because we can access customers from

all over, not just Boulder County. Customers will also appreciate the flexibility to engage in our services from anywhere.

Modern

Our customers want to learn about the modern job market skills from young people who have grown up learning the same skills naturally. Our service representatives will work hard to keep the services we provide modern in all respects.

Benefits

Reestablish Value and Confidence in the Modern Workforce

We seek to show each customer how they can add value to the workforce. This benefits them in two ways: 1) They can market themselves better to employers, and 2) They establish emotional self-worth and confidence.

Rediscovery of Purpose and Fulfillment

Through our system, we help customers uncover and better define what they care about, so they can do work that aligns with their passion. While they may already have an idea of what they are passionate about, we can help them find fitting opportunities in the modern job market that they may not have been aware of. With our help, customers will rediscover their purpose and find fulfillment in their new job.

Market and Industry Analysis

Overall Market

Our business is primarily concerned with assisting customers in their transition into a more modern work environment. Thus, the number of customers in our overall market can be thought of as a percentage of the combination of two labor segments: 1) those re-entering the labor force, and 2) current professionals in job transition.

We will define re-entrants as individuals who have previously been employed, but were out of the labor force prior to beginning their current job search. Our business will focus on marketing to stay-at-home parents (particularly mothers) beginning their job search. The Bureau of Labor Statistics estimated that currently 1 in 100 people are re-entering the labor force. Currently there are around 10.4 million stay-at-home mothers and 2 million stay-at-home fathers. We can then estimate that there are 115,000 potential customers from this market segment across the country. In Boulder county, which has a population of 310,000, we estimate there to be 5,000-10,000 potential customers re-entering the labor

force. Currently, this market segment is experiencing an excellent growth rate of around 3% per year. This trend is likely to continue over the next decade.

The second market segment captures, for example, customers who have had the same career for an extended period of time, but need to update their professional profile to incorporate their previous experience. There are less statistics that detail this market size. However, recent polls show that approximately 1 in 10 people have a current intention to change their career. This percentage is expected to double in the next ten years. We estimate that this market will account for 5-10% of our customer base, or 375-750 customers in the Boulder County.

	Nationally	Boulder County
Re-Entrants	115,000	7,500
Career Changes	10,000	500

Initially, we will concentrate our efforts in Boulder County. It will be an excellent testing ground because of proximity to both our target market and numerous local businesses.

Job Sectors

We will first establish our credibility in the more basic job sectors (i.e. HR, IT, Temporary Work, etc.). Once established, we plan to grow into more complex job sectors (i.e Finance, Management, Engineering, etc.).

Entry Point

Our entry point will be through a promotional month where we give away the Just Launch package for free. Through this promotion, we will acquire positive testimonials and repeat customers. In our industry, positive initial testimonials can make or break a business.

Future Segments

Last year, 2.75 million students graduated from college. Typically, graduates are looking to enter the job market immediately. If their parents have used our services, they are likely to recommend us as a method of efficiently transitioning to a job.

Industry Analysis

Industry Organization

In our industry, services are typically delivered to customers in steps. First, companies use phone interviews to make a customer assessment. These are typically followed up by in-person meetings to

provide the professional development services. Group workshops are used to teach basic technology skills, and meet-ups with local businesses help create connections between our customers and employers.

Competition Environment

Fortunately, the competition for customers in this industry is minimal. Our service packages are focused on technical and modern skills required for today's job market.

Indirect competitors, like the non-profit Goodwill and one-off resume services, will not be a concern to us as their customers base and ours will rarely overlap.



Our direct competition are in companies like Turning the Corner. Turning the Corner provides career counseling and connections to local businesses. Similar to us, Turning the Corner emphasizes a personalized approach to service. We will seek to differentiate ourselves from Turning the corner with: Clarity of pricing, availability of online services, and a more targeted customer demographic.

Competition with companies similar to Turning the Corner will mostly occur in business partnerships and competition for government grants. Price competition is highly unlikely.

	Turning the Corner	Goodwill Industries International	Individual
Values	Want to help people love their jobs. Happy homes produce good employees.	Enhance dignity and quality of life of individuals	Do it by yourself
Range of Services	Full Array of Professional Services	Job placement services, training, and much more (e.g. Goodwill stores)	As much as you are able to do by yourself.
Location	Denver/Boulder	USA/Canada	Anywhere
(Level of) Business Partnerships	Highly Involved in Community Groups and local businesses	High	none
Government Sponsored	No, but receive tax breaks	Yes	none
Target Market	Professionals in middle of career.	All job seekers	none
Company Size	Small (10 employees)	Large (National)	Individual
Personalization	Highly Personalized	Low	Very high if you know how to do it.
Field of focus?	Universal	Low Income Families	Your own.
Price	Highly Personalized	Not listed	For free.

Barriers to Entry

Our industry will be moderately difficult to enter. Our business in particular is heavily influenced by early testimonials. Early clients will have to be treated with the utmost care, which will require highly skilled employees. Most competitors, like Turning the Corner, plan to stay as local boutiques; experts in a few local businesses. This trend results in low market share concentration. We plan to overcome this barrier by eventually expanding our business to multiple locations in the Denver Metropolitan area.

Control

Price setting

Making a life change is difficult, and the people who come to us are looking for any kind of help to get them on track to a career. Because of the passion our customers have, we are able to, within reason, set our prices however we choose. That being said, the cost of service must be equal to the benefit over free alternatives (i.e. individual job search, free gov't agencies, etc.), which is a bargaining strength of the customer.

Costs

Initially, we will have excellent control of our costs due to lack of a physical location and upkeep. Our start up costs will be labor, employee training, website construction, and software licenses. In the future, we can control our costs by opening locations in suburban area to keep rent and upkeep reasonable.

Marketing Plan

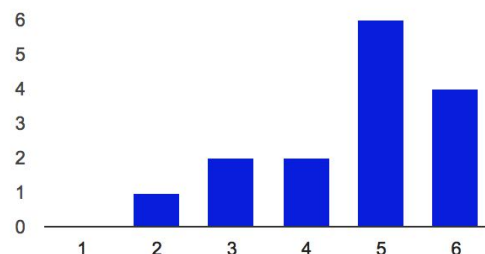
Customer Research

When we spoke with survey takers, we found they fell into one of two groups:

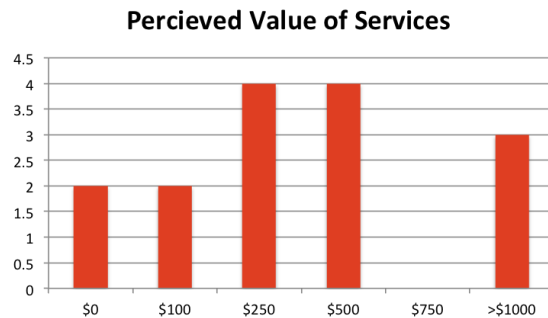
The first group were Re-entrants - these are people not in the labor force that are planning or have the desire of going back to work after years of being out of the workforce. Re-entrants were aware of the benefit from utilizing our array of services, and were instantly excited by the idea of our company. This group's level of satisfaction with current competitor's options was low, mostly due to the fact that no other companies specialize in re-entrants. They were also very willing to change their approach to get into a career of their passion.

The second group were current professionals in job transition- these people are looking to change jobs for different reasons. They tended to be a bit more hesitant toward our business idea because they believed they already had modern skills. However, after carefully explaining our features and benefits, they recognized our value in making their transition a smoother process.

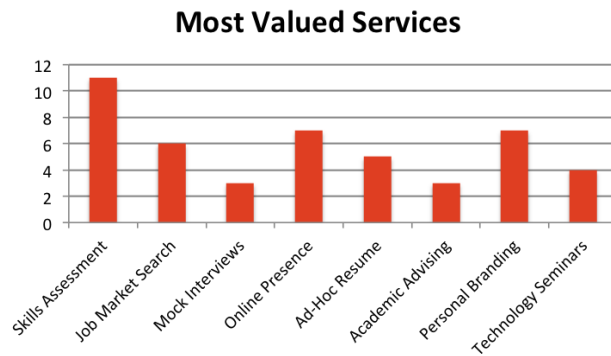
How likely would you be to utilize these services?



When asked, “How likely would you be to utilize these services?” (1 - No, would not use, 6 - Yes, would definitely use!), 80% of people chose options greater than 3. We will consider people who chose options 5 and 6 (66.7% together) to be guaranteed customers, option 4 (13.3%) as being on the fence, and options 3 to 1 (20%) as uninterested or potentially interested in our services.



When we first priced our services, we estimated that a multi-service customer would pay between \$1,000 and \$2,000. While 3 of our survey participants confirmed this estimation, the vast majority (80%) said they would spend \$500 or less. Interestingly, no survey participant valued our services at \$750. From this question, we were able to value our service packages at Get Your Wings - \$100, Just Launch - \$200, Just Fly - \$400, and Just Soar - \$600.



Here we found out which services customers valued the most. Just like we thought, the skills assessment was the front runner. People in our target market wanted to know what they had to offer in more current job market. Next were Online Presence and Personal Branding. In particular, we can see that Online Presence was superior to Ad-Hoc Resumes. This shows how our customers have the urge to market themselves in a more modern way, which is exactly what our work will focus on.

Target Customer Strategy

Customer Profile

Our target customer is Shirley. She is a woman over the age of 50 who is looking to re-enter the workforce after raising a family in Boulder. Shirley used to make around \$60,000 a year working in telecommunications, but after taking time away she feels discouraged about her ability to re-enter the market. She is worried that her skills are no longer relevant and that her knowledge of the industry is behind the times. Shirley is willing to work in another industry but doesn't know where her skills would be best applied. She is also worried that she will be under utilized in an industry she is unfamiliar with.

Buying Decisions

Our purchases will be split into three simple categories: 1) Office Space and Materials, 2) Software and Technology, and 3) Human Resources. Initially, the CFO will be responsible to lead and organize all purchasing decisions. Purchasing decisions should be based on criteria such as location, quality, accessibility, delivery time, and compliance with the company brand.

Sales Cycle

The sales cycle for Just Shirley is 3-5 business days for all services, provided the customer sets their appointment immediately. The first two days are built in as our guaranteed response time, and the third day is to conduct the personal interview and deliver the specific service. Additional days may be required to schedule networking opportunities.

Customer Retention

We expect a high level of customer retention due to the building nature of our service packages. However, it is unlikely that the customer will purchase the same service package more than once, unless several years have passed.

Customer Understanding

Just Shirley's most powerful tool for cultivating customer understanding are customer testimonials. Whether they are formal (we advertise them), or informal (word of mouth), testimonials are the most genuine way to communicate the benefits and necessity of our service packages to customers.

Positioning

We want to be positioned as a full-service company that, unlike other companies, offers what professional profile building needs: personalization, knowledge and modern skills beyond the basics, and efficient delivery. We want to be perceived as honest, transparent, accessible, and caring about our customers. There are some clear differences between us and our competitors, and we want people to know about them: we do personalized work, we are focused on helping a portion of the population that has been forgotten, and we strive to make a positive impact in communities.

Branding Strategy

We want our brand to be:

- Profoundly human
- Wholesome
- Leaders
- Inspirational
- Transparent

- Linked with outstanding customer experience/service.

Our logo and marketing materials will be minimalistic, with warm, candy colors. Our website will be: 1) friendly, yet have a direct tone, 2) extremely user friendly, and 3) be mobile/tablet friendly.



Our brand experience will include a welcoming entrance, comfy sofas/armchairs, and Homemade cookies. Our corporate tone will be friendly, yet direct. We will try to speak to an individual customer, not the whole of customers. Personalization is one of our core business values. Hence we will give out customizable folders for our clients to keep their updated service documents.

Marketing Strategy

Our first tactic to get people to start using our business is to offer our First Launch package for free for three months. This loss-leader strategy will build our client base and bring customers to our first tier service package. With a wide client base, we can create word of mouth advertising to bring more customers to our higher level service packages. Additionally, a wide initial base will provide us with ample opportunity for feedback, so that we can improve our services for the upcoming months. This will in turn reflect in positive consumer reviews. When someone hears about Just Shirley from a friend, the first thing that they will do is an online search for our business reviews. This will improve our Search Engine Optimization. By putting in the effort early on to ensure positive reviews, we will be able to capture more customers in the future.

Our advertising will be tailored differently for each service package tier. For all three service packages, we will employ online ad campaigns. However, the online campaigns will be segmented based on the needs of each target market. Besides online advertising, we will develop offline campaigns. For Just Launch, where we expect to get the most business, we will do brochures and Billboards in later stages. In the beginning of this stage we will promote our free three-month service and then update it to our actual prices. For Just Fly, we will add some guerrilla actions in the places they like to hang out, such as yoga centers and gyms, as well as merchandising to use in these places. For Just Soar, we will be present in Trade Shows and Lifestyle Magazines as it is the most expensive of our products and we will be looking to reach women with high income in their households.

In our advertising execution, we have three clear objectives: we want to be clear and concise, we want to talk directly to their emotional side, and we want to awaken their curiosity about us.

Operations Plan

Just Shirley's operations are split into two groups: the front-end which deals with delivering the product to the customer, and the back-end, which deals with developing, marketing, and selling the product.

Front-End

The front end operations of Just Shirley is our business. In spite of our high-quality product, it is not the only service of that type available to our clients, so the details in our delivery are our best opportunity to differentiate ourselves and develop a niche within the industry.\

New Customer Interactions

The customer can begin with Just Shirley by visiting the website or by calling. If they visit online, they will be directed to fill out a form that will ask a series of questions, designed to be much more colloquial and fun to make it feel more personal and friendly. If they call, an employee will walk them through a form (See Appendix) verbally and enter their information after gauging whether they'd be interested in purchasing a package. Ideally, it should take about 10-15 minutes to complete.

Next, the form is submitted and recorded in an online open-source database that can be accessed by associates. Then, the next step is to pay for a package in full by credit card. Once the package is purchased, the next step is for them to learn more about the process of the package they purchased on the next page: That will include a description of their full package, links to an online personality and skills assessment if purchased (which will also be emailed to them), and a calendar page that they can use to schedule their contact time whether it be over the phone, over Skype with LogMeIn desktop control, or in person.

On the calendar section, they can schedule 1-hour blocks as early as 24 hours after submitting the form if there are spots open which will give Just Shirley enough time to review the information submitted in the database. Just Soar customers will be able to see which sales representative is open at which time and will be able to select their "service representative" (sales rep). Otherwise, a client can sign up for a time slot and the sales rep will be assigned to them.

Before Meeting the Customer

Each salesperson will then look to see who is scheduled to meet with them and look over their profile. This will include reading the full resume, selecting 3 letterhead options to present to the client if they're meeting in person or over Skype/LogMeIn, and filling out a priority list of what to work on with the resume first from:

- Adding new/more content
- Communicating With an Employer
- Describing Experience Effectively
- General Formatting and Design

- Grammar and Spelling

This list will allow for the conversation to move quickly and efficiently, and create a plan of how to begin each conversation. If LinkedIn services are provided, then the same list will be prioritized.

Interacting With the Customer

The customer will be contacted at the scheduled time, and given an introduction of what their package includes. If it's in-person, they will get the cookie they filled out on their initial screening form. They can choose whether to work on LinkedIn and Networking first (will include LinkedIn Building, Network Sharing, or Resumes and Interviews (includes Resume Development, Interview Strategy, and Personal Branding), if both have been purchased. An example of this process can be found in the appendix.

The client will be emailed all the documents at the end of the session if complete, and will be sent a follow-up survey immediately and automatically so they can offer feedback on the session.

Finalizing with Customers and Follow-Up

Each service representative will accept up to 4 hours of customer interaction each day, and that will leave 4 additional hours which may be used for:

- Filling out personal branding and interview advising guide
- Finishing LinkedIn profiles
- Sending Out Skills and Personality Assessment Results
- Database Upkeep
- Scheduling New Customers

Providing Tech Seminars

The Tech seminars will be provided in the main entrance area of the office and broadcast for those who have chosen to join in virtually, with a maximum of 6 people per micro-group. It will be broken up into two main sections: Social Media Management and Technical Skills. For social media management, skills covered over the course of 4 hours will include:

- Using Facebook professionally
- Networking with LinkedIn
- Overview of Twitter, Instagram, Pinterest, and other professional social media tools
- How employers use the internet to screen applicants
- Spreadsheets 101
- How to make professional Word Documents and PowerPoint Presentations
- Intro to Design with Adobe Photoshop

The clients can be provided temporary licenses to all the software through Just Shirley, and offered limited free trial versions of Photoshop that can cover the very basics that the micro-seminar will cover.

The class will be designed to be personal and interactive based on how it's run, as throughout each, the micro-group will collaborate to build a single professional profile based off combinations of their individual backgrounds.

Back-End

Communication Operations

Company meetings will be held every morning for 30 minutes to go over the clients who are scheduled for the day and to collaborate and troubleshoot problems to come up with new company procedures.

Additionally, the database will be the main point of communication among company members. Part of it will contain profiles of all clients including all files that they've submitted, notes on conversations and interactions with them, a brief of their personal information so it's easy to get to know them, and a section on updated job statuses after they've worked with Just Shirley. In addition to the customer profiles, it will also contain all the files with instructions and templates for how to perform each individual service, how to conduct the Get Your Wings seminar, and tips and tricks on how to have better rapport with clients. These should all act as living documents that are constantly updated and morning meetings, and will be shared and used as training materials for new hires.

Marketing Operations

Marketing will be done as described in the Marketing section of the business plan, with the budget controlled and approved by the manager, and the general campaigns developed with input from all sales staff at the daily meetings.

Management Operations

The Manager/CEO will be the primary person in charge of quality control. This will include organizing events for researching and developing techniques, and ensuring that employees adhere to protocol. Additionally, this will entail running the morning meetings and recording minutes to distribute, and updating and editing the process documents to develop the operating procedures for the company.

Until accounting staff can be hired, the manager will also be in charge of coordinating all company finances in QuickBooks.

Operations Strategy

Our target market is moms re-entering the workforce. Just Shirley uses operations in order to cater to their desires to have more personal interactions, to build professional relationships, to feel emotionally fulfilled, and to update their knowledge of what works in a modern job-hunting environment.

In terms of front end operations, the personal interactions begin with the survey and immediate scheduling of in-person time, and offering the cookie if they show up in person. The cookie will show that we care about their personal preferences, and that all the form they filled out is read by an actual person rather than buried in a database. The immediate scheduling shows our personal commitment to

one-on-one interaction, and the availability of a range of services in 3 simple packages creates the impression that we are flexible to adapt to whatever their needs may be, but that we are also efficient and streamlined to get the job done effectively, as would be expected with an older, potentially more traditional and formal clientele.

In terms of the back end operations, the process is designed to be highly collaborative and flexible among employees. These operations are used to ensure that we don't lose the human element of communication and personal relationships among our company, which is critical to an older generation used to those kinds of professional interactions. The ability for the documents and protocol to continuously evolve also are intended to maintain the modernity and knowledge of cutting edge techniques that our clients need before reentering the workforce.

In order to win in the marketplace, we will stress cost, and quality, which is defined as providing to confidence our clients wish in order to succeed in the modern job hunting environment.

Costs are not significantly lower than competitors, although they fall near the lower end of the spectrum. What makes Just Shirley unique is that the costs are transparent and fixed ahead of purchasing time. It can be very difficult to find prices for a company that offers similar services, and when we called to ask them, we still couldn't get a straight answer on what would be charged. Having complete transparency with our pricing can help build a level of trust and security that Just Shirley can partner with a client and create a team trying to find them a job, as opposed to many companies who hide their prices and appear to take the stance of openly capitalizing on clients desperation to find employment to charge them higher prices.

Giving the clients the confidence they need to succeed, however, is the biggest indicator of quality and what will be most emphasized. From the colloquial survey at first interaction, to the collaborative nature of each process, coupled follow-up immediately after to make sure their needs are met, Just Shirley clients should feel like they have a strong team that knows them on a personal level who has given them the resume, interview strategy, online profiles, and technical skills they need to succeed.

Timeliness and flexibility may be de-emphasized. Many competitors chose to emphasize quick turnaround, and that's appears to cater more toward clients who have immediate economic needs to find any job they can as soon as they can. Just Shirley can provide this with the Just Launch package, although all other operations are based highly on collaboration and personalization which require too much one-on-one or small group contact to compete with the timeliness of competitors.

Flexibility is also more limited. Companies like Turn the Corner advertise complete flexibility in the services they provide, which can be appealing to certain clients, although Just Shirley's 3 simple packages and technology seminars offer clients some choice, but more important a higher degree of

clarity and transparency in exactly what the company can offer and how it will be delivered, which can be appealing among an industry full of companies making the same exact claim to do “whatever it takes” without defining what that means or how much it will cost.

Scope of Operations

Based on the streamlined, virtual nature of Just Shirley, there will be very limited outsourcing. For example, intellectual property will be limited to the Just Shirley name trademark. All other techniques such as resume development, LinkedIn building, and even personality assessment analysis are delivered and customized for each person by the service representative such that it will be difficult for others to reproduce the exact technique and delivery method in a way that will drastically improve upon what Just Shirley does to compete for our business.

Based on the experience of employees, it will be easy to keep other services in-house as opposed to outsourcing, such as website design, and communication. Furthermore, there are no big suppliers that need to be managed to deal with placing orders for supply, dealing with language barriers (5 languages are spoken among the team, regardless), or managing exchange rates and manufacturing.

Office cleaning and tech maintenance will have to be contracted as needed based on staffing availability, and, depending on growth, human resources for hiring may have to be outsourced. The first two are accounted for in financials, although human resources will be taken care of by the manager to begin.

Development Plan

Overall our company has three phases of development. First, we will saturate the Boulder County Market. From there, we can establish ourselves in the Denver Metropolitan Area. Lastly, we will seek to franchise Just Shirley to those who align with our core business values.

As a company, we will differentiate ourselves from other companies by being current in the job market. We will require lots of time devoted to maintaining business relationships, seeking out new connections, and investigating job market trends.

How do we do this?

1. Determine the critical businesses
2. Start Networking with those businesses
3. Extend business network through those contacts
4. Continue to grow depth and breadth of business relationships.

The majority of costs associated with research and development will be travel and employee time. Employee time spent developing business connections is time not used to service customers. As a

company, we will have to find a happy medium between R&D of business connections and Associate/Customer interaction. Without any R&D, we will not be able to stay current with the needs of local businesses. Without any Associate/Customer interaction time, we will have no revenue. In the first 6 months, we will focus on R&D more than Associate Customer interaction. After 6 months, we will scale back R&D to a more financially sustainable level.

At some point, we will acquire more business connections than we can handle, at which point, we will have employees specialize into fields. Unfortunately, we will not know how to categorize these specializations until we can determine critical businesses for customers. By having our employees specialize, they can become experts in a field.

In terms of development of services, we will plan on using the first month to hone how we deliver services. To this end, we will be providing our “Just Launch” package for free for the first three months. Out of this, we will gain valuable customer testimonials, which are key to having customers purchase the higher level service packages. Our goal in the first few months will be to service as many customers as possible while maintaining high quality.

Management Plan

Management Team

Cameron Whiteside, CEO

With previous experience starting and selling businesses within in real estate, foodservice, and natural gas industries, Cameron wanted to start his next business combining his skills in writing a strong resume and getting to know people quickly and personally. In 2011 Cameron started working for LoTech, a small family business selling catering supplies, and in 2014 moved into management tasks which included reviewing resumes. Cameron noticed the problem of resumes being more catered to the needs of the applicant rather than the employer; upon shifting the focus to the employer on the resumes of himself and friends, they have had much higher success rates of earning an interview. Additionally, being the director of a volunteer crisis hotline for 3 years has offered insight on how to get to know somebody in depth very quickly and effectively and how to lead a large group of people to provide a quality, personalized service. For Just Shirley, Cameron will manage the training, research and development, accounting/financing, and human resources.

Irene Tatay, CMO

Irene Tatay has a broad background in the advertising and marketing fields. She graduated from University Cardenal Herrera -CEU in Spain majoring in advertising, with emphasis in marketing and film. During college years she did the european exchange program, moving to Université Catholique de

Lille, France for one scholar year and later on did a 6 month internship in one of the top advertising agencies in Europe, TBWA in the city of Dublin, Ireland where she was a junior strategic planner for companies such as McDonald's, Audi, Heineken or Nivea. Later on, she did internships in marketing departments in Valencia, Spain while attending Miami Ad School, one of the most reputable advertising schools in the world to get a specialization on Strategic Planning. Through this program she was hired In La Despensa, one of the top agencies in Madrid as an Account Manager. After working for two years for clients such as Vodafone, Adidas, Sony Entertainment, Procter & Gamble, and Burger King, she decided to move to the US to pursue higher education.

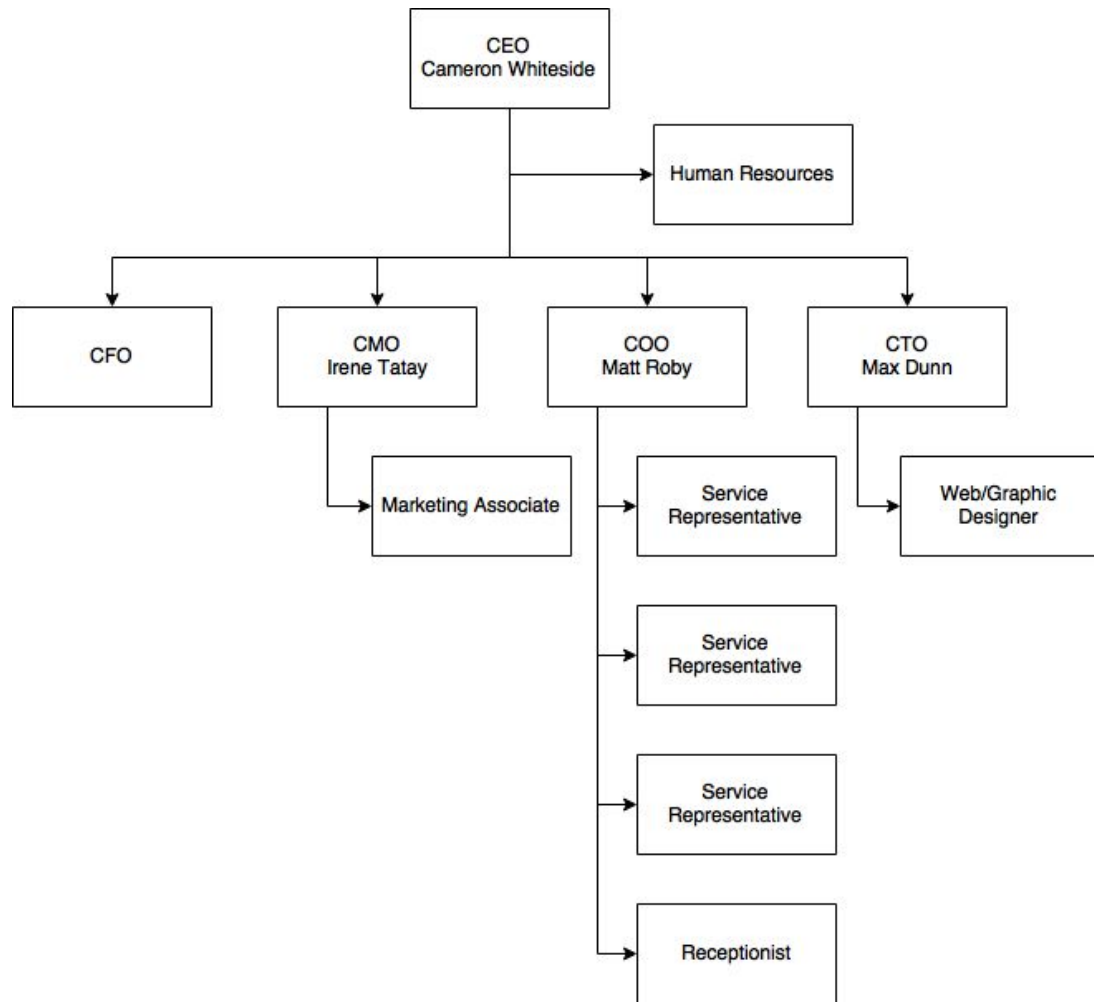
Matt Roby, COO

Matt Roby brings three years of experience doing one on one tutoring and mentoring with University of Colorado students to Just Shirley. Matt has a passion for helping others, and will be primarily responsible for consulting customers as the COO. With a degree in Electrical and Computer Engineering, technology is one of his key strengths. Using this, Matt will be able to help Just Shirley customers grow and excel in the modern workforce.

Max Dunn, CTO

Max Dunn was born and raised in Redmond, WA, and is now completing a Degree in Electrical and Computer Engineering at the University of Colorado at Boulder. In his free time, Max participates in the CU Triathlon team as the Vice President and helped found an improvisational comedy student group. He has 3 years of Website a Design experience, 2 years of Database Creation and Maintenance experience, and 2 years of experience in industry. As our CTO, Max will work hard to integrate the Technical and Managerial parts of Just Shirley.

Organization Chart



At launch, the company will be consolidated into the four roles of the founders. The CEO position will incorporate the CFO and Human Resources positions, and will also include training, and R&D. The Marketing team will be responsible for Just Shirley's public image and recognition, a huge driver for our business. The Operations team will be responsible for each customer's consultation. The Technology Team will be responsible for the web presence, and facilitate service of online customers.

Ownership

Whiteside will own 35% equity in the company while Dunn, Roby, and Tatay will receive 15%, with the remaining 20% to be held available for future investors. Each of the founders will initially be compensated \$2,000 per month for living expenses.

Corporate Social Responsibility

Just Shirley is a company whose main purpose is driven towards helping society. We want to help people who have a hard time getting back in the job market to feel confident again and re-enter the workforce. This gives them a chance to feel fulfilled again, which is our way of contributing to society. It is our responsibility to give these people the necessary assets to update their profiles to the new generation and help them be desirable again to hiring companies.

Given transparency as one of our core values, we want to be socially responsible by writing honest resumes. We will do this by offering the best service match to our potential clients, by having a direct and constant contact with them to make sure we are keeping up with our minimum standards and by offering a case by case refund policy if our clients are unhappy with us.

Boards

Initially, there will be eight board member seats with four assigned to each of the founders, and four seats designated for investors, and Roby will serve as the chairman of the board. The role of the board will be to set the strategy and ensure the overall financial health and corporate responsibilities of the company.

Just Shirley's board of advisors brings together a wide array of domain experts ranging from industry experts to graphic designers. Potential members have been identified and include:

- Website designers who work regularly with job-hunting companies
- Graphic designers who specialize in professional services
- Social media experts who write regularly for "mom" blogs such as Mamavation or Rockin' Mama
- Semi-retired human resource professionals who have extensive experience in the field
- Recruiters for industries where customers may be interested in pursuing careers such as in engineering, real estate, corporate management, retail, etc.

Risks

Market size

There is a possibility that our market size projections are overestimated. In this case, we will have to focus more on market research than in our current plan to increase the size of our workable market. Additionally, if the local market size is underwhelming, we can focus more on web based services across the country. This will mitigate some of the decreased revenue.

Market Volatility

Since Just Shirley is founded on the principle of helping people update their professional profile and more and more resources to do so are becoming available for free online, the new tech-savvy generations may never have the need for such a personalized service regardless of how much time they spend outside of the workforce. In order to mitigate this risk, Just Shirley will have to continue to grow and become experts in the latest skills and technologies in job-hunting such that we always offer additional expertise above resources to which the tech-savvy may already have access.

Pricing

In our customer research, we found that some people were not convinced that our services would be worth the cost as an alternative to using free tools themselves. Additionally, our prices are based on perceived value, but the perceived value may fluctuate based on testimonials and the level of trust in our services. We seek to mitigate this risk by first getting feedback from our preliminary customers about what they perceive the value to be, and adjust prices accordingly. Also, we will use a strong review process to make sure we deliver quality services, so that we can be trusted by our customers.

Uncertainty of testimonials

The purpose of giving away the “Just Launch” resume-building package is to increase sales volume and generate customer testimonials for future marketing, and to get the word out about Just Shirley. However, as a new company, in spite of thorough planning, there is always a chance of customers being dissatisfied with the initial product. In order to mitigate this risk, until customers are generally satisfied with the final product, we will work extensively with each customer, beyond the 2-hour allotted time mark if necessary, and hold focus group to continually improve and refine the process.

State of the economy

Just Shirley relies on having a steady supply of customers who wish to re-enter the job market and are willing to spend \$100-\$600 to improve their marketability. However, if there are so many jobs available, many people may not see the need to pay the price for Just Shirley’s services, as it may be easy to get a job even with outdated skills. On the other hand, if there are fewer jobs available, we predict that Just Shirley sales will increase as people will need to be more competitive to find a job.

To best serve customers in both strong and weak economies, Just Shirley will stay in touch with the current state of the job market and be able to adjust the style of services as needed. For example, if there are fewer companies hiring, high volumes of clients need to become extremely competitive very quickly, and sales and marketing strategies will adjust appropriately. On the other hand, if there are many jobs available, the main customers become people who could find a job in a good market, but simply prefer building professional relationships and having a personalized experience, so Just Shirley can shift focus to supporting that type of customer.

Finances

Financial Plan Summary

- The breakeven point is at month , which would be November 2016. Although this is extremely early for a startup, Just Shirley has limited overhead, and only must pay off initial cost of setup.
- Cash flow is optimal considering that accounts payable and receivable are easy to tweak and control under complete control based on the Operations Strategy.
- An investment of \$100,000 would leave a cash-cushion greater than \$6,000 at all times so some cash is always available, and would be the most narrow in months 4 and 5. We believe the cushion is necessary to account for deviance from pro-forma projections.
- An investment of \$50,000 in month 6 would help shift marketing to target higher-paying customers
- By the end of the 5th year, Just Shirley will have earned \$3.4 million in net income with \$1.1 million from the 5th year alone based off of current projections.
- In its fifth year, Just Shirley will generate \$4 million in revenue based off of current projections.

Key Drivers

1. **Gross Profit Margin** is extremely important. Right now, net income is only 27% of sales. While the margin is strong, it is highly dependent upon employee salaries which are controlling the net income of the company. For example, if we could reduce the money spent on each individual employee by 30%, net income would nearly double as a result. This is easier said than done in a business where the sales are almost completely proportional to the number of employees working. The capacity to which we are aware and strategic about the payment and organization of employees will determine the success of Just Shirley.
2. **Revenue** is the second most key driver of financial success, and this is primarily based on the prices charged for each package, and which packages are marketed more than others. As modeled, and based on surveys, the “Get Your Wings” brings in the most revenue by far, and, if marketed well, the “Just Launch” would produce more revenue per hour of operation. However, these are the two packages that are the least personal and least customized. As a result, it will be crucial to find a balance in marketing to sell enough “Just Fly” and “Just Soar” so that the company can maintain its personalized niche to attract new customers, but also sell enough “Get Your Wings” and “Just Launch” to maximize revenue.
3. **Customer Acquisition Cost** is calculated to be \$17.02 per hour of time ordered for Just Launch, \$22.12 per hour of time for Just Fly, and \$25.55 for Just Soar, calculated by the targeted marketing funds for each group, plus general marketing, divided by the number of projected customers. This is relatively expensive in order to reach a single customer, however marketing is crucial to the initial success of the company. Additionally, it’s possible that the cost of marketing will change as the business grows. Although our budget of \$3,000/month seems reasonable to start, it may eventually lower if our customer base grows largely by word-of-mouth

as may happen among stay-at-home moms, or it may need to increase as Just Shirley expands geographically and has to adjust to different demographics. However, for the sake of the analysis, the weighted average cost of \$20.73 per customer was held constant throughout the first 5 years of Just Shirley's operation.

Assumptions

Per 5 Sales Staff:

Overhead		
Office Space Rental	-\$4,200.00	Monthly
Technology Licenses	-\$80.00	Monthly
Phone and Internet	-\$200.00	Monthly
Market/Advertisement	-\$3,000.00	Monthly
Tech Upkeep/Replacement	-\$800.00	Monthly
Office Supplies	-\$300.00	Monthly
HR/Training Budget	-\$500.00	Monthly
Branding	-\$100.00	Monthly
Food	-\$300.00	Monthly
Website Maintenance	-\$150.00	Monthly
Legal	-\$600.00	Monthly
Total	-\$10,230.00	Monthly

Cost to Setup		
Phone Setup	-\$1,800.00	One Time
Furniture	-\$25,000.00	One Time
Remodeling	-\$20,000	One Time
Computer Setup	-\$15,000	One Time
Cost of Arrangement	-\$10,000	One Time
Total	-\$61,800.00	One Time

Also, per 5 sales staff, by month 8, there will be 1 HR Rep, 1 Marketing, 1 Accountant, and 1 Manager per 5 sales staff. There will be 1 CEO in total.

- December 2015 is included as a "Month 0" and includes setup expenses while no employees are earning any salary, nor is revenue being generated. This time period could realistically last longer than a month.
- "Just Launch" is offered for free for the first 3 months
- For the following 4 months, sales begin increase to full capacity of sales staff
- Once at full capacity, then sales will increase by 50% over the next two years, and everybody gets a 50% raise to support living wages in the third year. 3 new locations will open up by the end of year 5.
- COGS amount to 1.5% of each sale, and include cookies, pens, paper, and ink.

- SG&A includes technology licenses, salaries, office rental, etc.
- SG&A begins with exact values from initial calculations and develops to become 60% of sales estimated based on industry analogs and growth patterns.
- Taxes are assumed to be 30% of all gross income less SG&A expenses
- An assumption of \$150,000 initial investment in month 0 for 30% equity in the business for the purpose of balance sheet and cash flow statements
- Each new salesperson hired requires \$4,185.00 cash for purchase of new computers and office space
- Accounts payable equals 5% of sales for purchases of office supplies and technology licenses
- Accounts receivable average 8% of sales for the sake of delayed payments from customers on services provided
- Inventory (Computers, furniture, etc.) depreciate 15% annually

Pro Forma Projections

See Appendix

Funding

Sources

Our primary source of initial funding will be in the form of small business loans. Our first choice of loans would be through the government's Small Business Association (SBA). The SBA would not make a direct loan to us. Rather, they would set the guidelines made for loans, which would then be financed through their partners (lenders, community development organizations, and microlending institutions.) Since the SBA guarantees that these loans will be repaid, they eliminate some of the risk to lending partners. In essence, we will be applying for a commercial loan, structured and guaranteed by the SBA. Our business would be an ideal candidate for the SBA General Small Business Loan (or 7(a) for short). Our asking amount of \$100,000 is less than half of the SBA's average 7(a) loan, which is \$350,000. If our application to the General Small Business Loan were accepted, we would almost be guaranteed a low rate due to our comparatively small asking amount. As a service based business, our highest costs are immediately returned to us through sale of services. Because of this, we will be able to have cash on hand to pay off a loan of our asking amount.

Next, in month 6, we would offer \$50,000 for 8% equity in the business in order to shift marketing strategies to handle higher-paying customers as we change our primary source of income from high-volume resume services to higher-end personalized services.

Uses of Funds

The primary reason that investment is needed is to have cash available to establish the business in its early stage. The money would primarily be paid toward technology licenses to deliver the services, marketing materials, and paying sales staff \$10/hour to work full-time, which is what we have established to be a minimum livable wage. Crucial initial purchases also include a small office space and some technology to get Just Shirley started. Over the course of the payment, the following initial investments would be made:

Phone Setup	\$1800
Furniture	\$9,000
Remodeling	\$2,000
Computer Setup	\$15,000
Cost of Arrangement	\$10,000
Marketing	\$20,000
Technology	\$4,000
Rent	\$18,000
Total	\$79,800

The remainder would go toward crucial hires of salesperson to drive the business. The sales projections are based on the number of total hours that salespeople are working. Although many startups pay their employees last, Just Shirley supports paying all employees \$10/hour in order to allow employees to commit full-time to the business and to be able to interact with customer personably and regularly. It amounts to salaries less than \$25,000 for all employees, which we believe is not too excessive.

The reason for the specific amount asked is to ensure that Just Shirley always has cash available, which is crucial around month 6. At this point, “Just Launch” is no longer offered for free, and customer volume is expected to drop meaning that salespeople are working to increase volume of customers purchasing the full-priced products. The \$50,000 capital investment would allow an additional \$30,000 for marketing budget shift and for an increase in staff to handle new operations. As each salesperson begins to reach their maximum capacity of reaching \$122 dollars of revenue per hour, which is expected to be accomplished after 4 months of the full-priced package sales, then cash flow will increase significantly, leading to a projected ROI of greater than 30x in 5 years for the potential investor.

Bootstrapping was also considered to be an alternative, however the greatest expenses of the company are related to staffing, having a physical location, and increasing sales volumes. It’s very difficult to adjust any of these in a way that would return a profit as quickly as applying for a loan. For example, Just Shirley’s revenue model is based such that revenue is proportional to the number of salespeople working. If we cut costs by hiring fewer people, then revenue would drop and it would never become a high-volume profitable business. If a physical location were sacrificed, then we would lose our personal

touch by just conducting our business virtually, and, according to customer surveys, we would lose what makes us the most unique among alternatives. Finally, if we were to provide services virtually, we would have to sell to 1,500 Get Your Wings packages to get the same amount of revenue that a loan would bring which could take well over 2 years.

Offering

The value of the business was approximated using the Venture Capital model which factors an investor's ROI after five years based on projected net income. Normally this valuation would be used to determine how much equity would cost, but since we don't want to give away equity of Just Shirley, this valuation is less crucial to our overall business plan. However, based on an ROI of 30x in 5 years for an investor, and an industry set price-to-earnings ratio of 21.2 and a reduced net income that doesn't include any franchising, the final value of the business was calculated to be \$2.2 million. Consequently, we would offer 10% of the business for a \$150,000 investment. Although \$150,000 is less than 10% of \$2.2 million, the additional equity would be payment toward having a good advisor and mentor in entrepreneurship to help Just Shirley grow.

Just Shirley would be more successful with a loan. The loan could be paid off in 18 months based on the current model, based on the terms that no payments need to be made before month 7, and that a 5% interest rate is charged. After month 7, \$15,000 would be paid off with the interest being paid first and the remaining going toward principal. The payment schedule is listed below:

Month	1	2	3	4	5	6
Cash Balance	\$ 88,200	\$ 66,656	\$ 45,113	\$ 23,569	\$ 6,653	\$ 6,672
Amount Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Balance Remaining	\$ 150,000	\$ 150,625	\$ 151,253	\$ 151,883	\$ 152,516	\$ 153,151
Month	7	8	9	10	11	12
Cash Balance	\$ 18,884	\$ 43,290	\$ 74,234	\$ 115,902	\$ 174,831	\$ 255,207
Amount Paid	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Balance Remaining	\$ 153,789	\$ 139,368	\$ 124,886	\$ 110,344	\$ 95,741	\$ 81,077
Month	13	14	15	16	17	18
Cash Balance	\$ 317,862	\$ 385,051	\$ 439,686	\$ 494,320	\$ 548,955	\$ 609,981
Amount Paid	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 6,838
Balance Remaining	\$ 66,353	\$ 51,567	\$ 36,719	\$ 21,809	\$ 6,838	\$ -

Appendix

New Customer Interaction Form

- We'd love to get to know you!
 - What's your name? (Salutation/Name)
 - How can we get in touch with you? (Address/Phone/Email)
 - Relationships are important to us! Tell us about your family: (Enter names and ages)
 - What's your favorite type of cookie? (Select Chocolate Chip, Peanut Butter, or Sugar)
 - What activities make you happiest? (Type into dialogue box)
 - In three words, how would the people closest to you describe you? (Type into dialogue box)
 - Are you currently employed? If not, how long have you been unemployed?
 - What are you looking for in your next job? (Type into dialogue box)
 - If you could wake up tomorrow and have any job you want, what would you do? (Type into dialogue box)
 - What are you best at? (Type into dialogue box)
 - How do you define success for yourself? (Type into dialogue box)
 - What's the most intimidating part of pursuing a new job? (Type into dialogue box)
 - What tools are you already using to find a job? (Checklist from Craigslist, Monster.com, Career Center, LinkedIn, etc.)
 - Upload Your Resume
 - Send us your LinkedIn (copy and paste link)
 - Send us jobs you're looking at (copy links to job descriptions)
-

Sample Customer Interaction

For Resume Development (as an example), each service representative will, in general order:

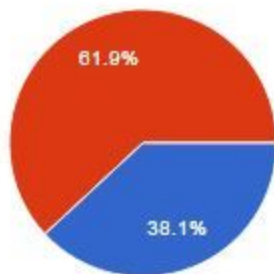
- Ask what they want to change, and if there's anything to keep
- Ask about degrees, education, and GPA
 - Verify information, Evaluate if GPA is worth including, Check for minors, certificates, relevant coursework (very very rare)
- Learn about their professional experience
 - Take emotional perspective
 - Favorite aspects of jobs? Did you feel successful? What did your boss like? How was the company different and improved as a result of you working there?
- Begin writing the resume with the client

- Come up with three words that will encapsulate that person's professional brand based off who they are and how they define themselves to be successful (Example: Creative, Intuitive, Personable)
 - For each of their three words, work to come up with 3-4 action verbs that show that they have on of these three qualities.
 - For experience, rewrite each bullet point to begin with one of the verbs, and lead into one of the following three formats:
 - (Added Value to Company) by doing (Strategy)
 - (Strategy) in order to (Add Value to Company)
 - (Promotion/Quantifiable Accomplishment) by (Personal Skill)
 - Order structure of resume by most to least relevant for target jobs
 - Add "checklist words" into section at the bottom of the resume
 - Select letterhead from prearranged options
 - Use three words to lead into filling out Personal Branding statement which describes how to answer interview questions using their experience and branding themselves with the three words they described.
-

Customer Survey

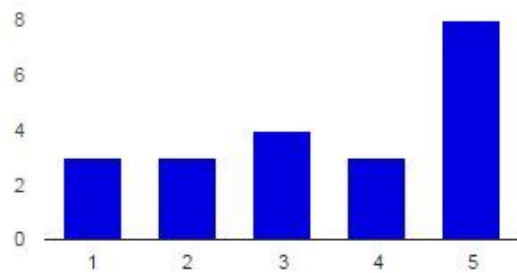
Our most recent customer survey was designed to test the viability of our offerings at the time. After conducting this survey, we fine tuned our ideas to make them more applicable to our target market. Even though these results did not show the level of optimism we were hoping for, we are confident we will be able to use this feedback for very positive customer interactions going forward.

Are you currently (actively) searching for work?



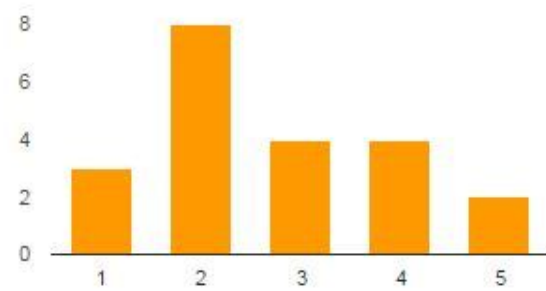
Yes	8	38.1%
No	13	61.9%

How interested would you be in starting a new career at this time?



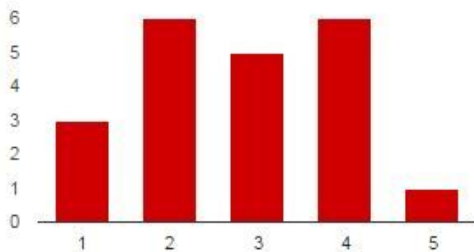
Not at all interested:	1	3	14.3%
	2	3	14.3%
	3	4	19%
	4	3	14.3%
Very Interested:	5	8	38.1%

How difficult do you perceive it is to find work currently?



Very Difficult:	1	3	14.3%
	2	8	38.1%
	3	4	19%
	4	4	19%
Very Easy:	5	2	9.5%

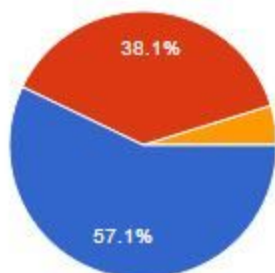
How likely would you be to pay for a service to make your job search easier?



Would not use service:	1	3	14.3%
	2	6	28.6%
	3	5	23.8%
	4	6	28.6%
Definitely would use a service:	5	1	4.8%

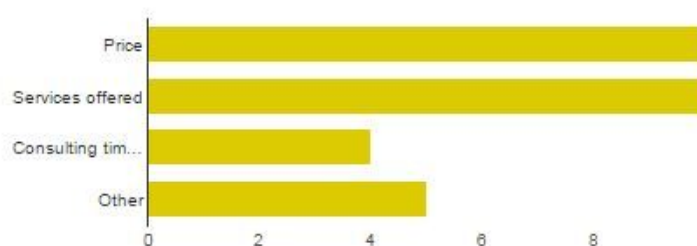
Main Packages (Just Launch, Just Fly, Just Soar)

If presented the above packages, which would you be most likely to purchase?



Just Launch	12	57.1%
Just Fly	8	38.1%
Just Soar	1	4.8%

What factors influenced your above decision the most?



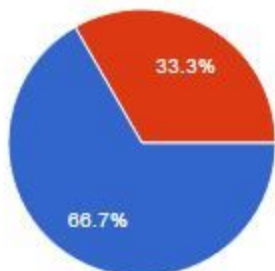
Price	10	47.6%
Services offered	10	47.6%
Consulting time offered	4	19%
Other	5	23.8%

Of your above choice, how likely would you be to purchase that package?



Very unlikely: 1	6	28.6%
2	3	14.3%
3	4	19%
4	6	28.6%
Very likely: 5	2	9.5%

Do the prices seem appropriate?



Yes	14	66.7%
No	7	33.3%

If no, please detail why

I suggest offering a 2-3 hours more of one on one consulting for the just launch option
Mispelled "professional" (undermines confidence in ability to produce a professional resume). Nothing about this seems new or particularly useful, just gimmicky. I don't need someone to make my LinkedIn pretty, I need someone to find the jobs that I'm a good match for and present them to me.
Too expensive for the time spent with consultant
Services like https://www.pramp.com are free and provide 1 on 1 experience practicing for technical interviews.
I find it outrageous that I'd have to pay \$200 for one hour of consulting service when there are services that do this for free online...

What else could make you more likely to purchase a package?

Referral from friends
"Insider edge" into companies I'm interested in working at. IE: You employ ex HR / interviews from top name companies that can give "the inside scoop"
Job placement
Testimonials from previous customers, viewing job openings
No possible way I could afford any of these. It would have to be free for me, or on a sliding scale for other people I know.
Lower prices.

From this survey, we noted the following:

- Those that have jobs are still interested in our services to move careers.
- Proving our worth over the do-it-yourself approach is an essential part of our marketing.
- Advertising our consulting hours leads to the misconception that there is no value beyond these contact hours (the backend of our business)
- Job placement was desired, resulting in the introduction of our interview guarantee
- Our former technology seminar had very little demand, and was removed and integrated into our other services.

Advertising Visuals



Pro-Forma Financial Projections

Company Phase	Startup	Free "Just Launch"			Reaching Capacity				Sales Growth/Breakeven						
Year	2015	2016													
Month(s)	Dec	January	February	March	April	May	June	July	August	September	October	November	December		
Salespersons	0	5	5	5	5	5	5	5	6	7	9	11	13		
Hours	0	176	176	176	176	176	176	176	176	176	176	176	176		
Sales Capacity	0	100%	100%	100%	40%	60%	80%	100%	100%	100%	100%	100%	100%		
Revenue	\$0	\$21,138	\$21,138	\$21,138	\$36,978	\$55,466	\$73,955	\$92,444	\$110,933	\$129,422	\$166,399	\$203,377	\$240,354		
Running Total	\$0	\$21,138	\$42,275	\$63,413	\$100,390	\$155,857	\$229,812	\$322,256	\$433,189	\$562,610	\$729,010	\$932,386	\$1,172,741		
Income Statement															
Sales	\$0	\$21,138	\$21,138	\$21,138	\$36,978	\$55,466	\$73,955	\$92,444	\$110,933	\$129,422	\$166,399	\$203,377	\$240,354		
Less COGS (Inventory)	\$0	-\$317	-\$317	-\$317	-\$555	-\$832	-\$1,109	-\$1,387	-\$1,664	-\$1,941	-\$2,496	-\$3,051	-\$3,605		
Gross Profit	\$0	\$20,821	\$20,821	\$20,821	\$36,423	\$54,634	\$72,846	\$91,057	\$109,269	\$127,480	\$163,903	\$200,326	\$236,749		
Less SG&A Expenses	-\$61,800	-\$41,730	-\$41,730	-\$41,730	-\$52,230	-\$52,230	-\$52,230	-\$52,230	-\$54,330	-\$56,430	-\$60,630	-\$64,830	-\$124,984		
Pre-Tax Income	-\$61,800	-\$20,909	-\$20,909	-\$20,909	-\$15,807	\$2,404	\$20,616	\$38,827	\$54,939	\$71,050	\$103,273	\$135,496	\$111,765		
Taxes (@ 30% of Income)	\$0	\$0	\$0	\$0	\$0	-\$721	-\$6,185	-\$11,648	-\$16,482	-\$21,315	-\$30,982	-\$40,649	-\$33,529		
Net Income	-\$61,800	-\$20,909	-\$20,909	-\$20,909	-\$15,807	\$1,683	\$14,431	\$27,179	\$38,457	\$49,735	\$72,291	\$94,847	\$78,235		
Cumulative (Breakeven)	-\$61,800	-\$82,709	-\$103,619	-\$124,528	-\$140,335	-\$138,652	-\$124,221	-\$97,042	-\$58,585	-\$8,850	\$63,441	\$158,289	\$236,524		
Cash Flows															
Net Income		-\$20,909	-\$20,909	-\$20,909	-\$15,807	\$1,683	\$14,431	\$27,179	\$38,457	\$49,735	\$72,291	\$94,847	\$78,235		
Less Increase in Inventory	-\$61,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$4,185	-\$4,185	-\$8,370	-\$8,370	-\$8,370		
Less Increase in Accounts receivable	\$0	-\$1,691	-\$1,691	-\$1,691	-\$2,958	-\$4,437	-\$5,916	-\$7,396	-\$8,875	-\$10,354	-\$13,312	-\$16,270	-\$19,228		
Plus Increase in Accounts Payable	\$0	\$1,057	\$1,057	\$1,057	\$1,849	\$2,773	\$3,698	\$4,622	\$5,547	\$6,471	\$8,320	\$10,169	\$12,018		
Cash Flow from Operations	-\$61,800	-\$21,544	-\$21,544	-\$21,544	-\$16,916	\$19	\$12,212	\$24,406	\$30,944	\$41,668	\$58,929	\$80,376	\$62,655		
Plus Net New Equity Capital Raised	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Cashflow from ops, invests, and fin	\$88,200	-\$21,544	-\$21,544	-\$21,544	-\$16,916	\$19	\$12,212	\$24,406	\$30,944	\$41,668	\$58,929	\$80,376	\$62,655		
Beginning Cash Balance	\$0	\$88,200	\$66,656	\$45,113	\$23,569	\$6,653	\$6,672	\$18,884	\$43,290	\$74,234	\$115,902	\$174,831	\$255,207		
Ending Cash Balance	\$88,200	\$66,656	\$45,113	\$23,569	\$6,653	\$6,672	\$18,884	\$43,290	\$74,234	\$115,902	\$174,831	\$255,207	\$317,862		

Company Phase	Expansion of Sales, Raise Salaries in 2017															
Year	2017															
Month(s)	January	February	March	April	May	June	July	August	September	October	November	December				
Salespersons	10	10	10	10	10	15	15	15	15	15	15	15	15	15	15	
Hours	176	176	176	176	176	176	176	176	176	176	176	176	176	176	176	
Sales Capacity	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Revenue	\$ 184,888	\$ 184,888	\$ 184,888	\$ 184,888	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	
Running Total	\$ 1,357,629	\$ 1,542,517	\$ 1,727,405	\$ 1,912,293	\$ 2,189,625	\$ 2,466,957	\$ 2,744,289	\$ 3,021,621	\$ 3,298,953	\$ 3,576,285	\$ 3,853,617	\$ 4,130,949				
Income Statement																
Sales	\$ 184,888	\$ 184,888	\$ 184,888	\$ 184,888	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	\$ 277,332	
Less COGS (Inventory)	\$ (2,773)	\$ (2,773)	\$ (2,773)	\$ (2,773)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	\$ (4,160)	
Gross Profit	\$ 182,115	\$ 182,115	\$ 182,115	\$ 182,115	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	\$ 273,172	
Less SG&A Expenses	\$ (96,142)	\$ (96,142)	\$ (96,142)	\$ (96,142)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	\$ (144,213)	
Pre-Tax Income	\$ 85,973	\$ 85,973	\$ 85,973	\$ 85,973	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	\$ 128,959	
Taxes (@ 30% of Income)	\$ (25,792)	\$ (25,792)	\$ (25,792)	\$ (25,792)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	\$ (38,688)	
Net Income	\$ 60,181	\$ 60,181	\$ 60,181	\$ 60,181	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	
Cumulative (Breakeven)	\$ 296,705	\$ 356,886	\$ 417,067	\$ 477,248	\$ 567,520	\$ 657,791	\$ 748,063	\$ 838,335	\$ 928,606	\$ 1,018,878	\$ 1,109,149	\$ 1,199,421				
Cash Flows																
Net Income	\$ 60,181	\$ 60,181	\$ 60,181	\$ 60,181	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	\$ 90,272	
Less Increase in Inventory	\$ 12,555	\$ -	\$ -	\$ -	\$ (20,925)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Less Increase in Accounts receivable	\$ (14,791)	\$ (14,791)	\$ (14,791)	\$ (14,791)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	\$ (22,187)	
Plus Increase in Accounts Payable	\$ 9,244	\$ 9,244	\$ 9,244	\$ 9,244	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	\$ 13,867	
Cash Flow from Operations	\$ 67,189	\$ 54,634	\$ 54,634	\$ 54,634	\$ 61,027	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	
Plus Net New Equity Capital Raised	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cashflow from ops, invests, and fin	\$ 67,189	\$ 54,634	\$ 54,634	\$ 54,634	\$ 61,027	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	\$ 81,952	
Beginning Cash Balance	\$ 317,862	\$ 385,051	\$ 439,686	\$ 494,320	\$ 548,955	\$ 609,981	\$ 691,933	\$ 773,884	\$ 855,836	\$ 937,788	\$ 1,019,739	\$ 1,101,691	\$ 1,183,641			
Ending Cash Balance	\$ 385,051	\$ 439,686	\$ 494,320	\$ 548,955	\$ 609,981	\$ 691,933	\$ 773,884	\$ 855,836	\$ 937,788	\$ 1,019,739	\$ 1,101,691	\$ 1,183,641				

Company Phase	Adding New Locations											
Year	2018				2019				2020			
Month(s)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Salespersons	20	20	20	20	30	30	40	40	50	50	60	60
Hours	176	176	176	176	176	176	176	176	176	176	176	176
Sales Capacity	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Revenue	\$ 369,776	\$ 369,776	\$ 369,776	\$ 369,776	\$ 554,664	\$ 554,664	\$ 739,552	\$ 739,552	\$ 924,440	\$ 924,440	\$ 1,109,328	\$ 1,109,328
Running Total	\$ 4,500,725	\$ 4,870,501	\$ 5,240,277	\$ 5,610,053	\$ 6,164,717	\$ 6,719,381	\$ 7,458,933	\$ 8,198,485	\$ 9,122,925	\$ 10,047,365	\$ 11,156,693	\$ 12,266,021
Income Statement												
Sales	\$ 369,776	\$ 369,776	\$ 369,776	\$ 369,776	\$ 554,664	\$ 554,664	\$ 739,552	\$ 739,552	\$ 924,440	\$ 924,440	\$ 1,109,328	\$ 1,109,328
Less COGS (Inventory)	\$ (5,547)	\$ (5,547)	\$ (5,547)	\$ (5,547)	\$ (8,320)	\$ (8,320)	\$ (11,093)	\$ (11,093)	\$ (13,867)	\$ (13,867)	\$ (16,640)	\$ (16,640)
Gross Profit	\$ 364,229	\$ 364,229	\$ 364,229	\$ 364,229	\$ 546,344	\$ 546,344	\$ 728,459	\$ 728,459	\$ 910,573	\$ 910,573	\$ 1,092,688	\$ 1,092,688
Less SG&A Expenses	\$ (192,284)	\$ (192,284)	\$ (192,284)	\$ (192,284)	\$ (332,798)	\$ (332,798)	\$ (443,731)	\$ (443,731)	\$ (554,664)	\$ (554,664)	\$ (665,597)	\$ (665,597)
Pre-Tax Income	\$ 171,946	\$ 171,946	\$ 171,946	\$ 171,946	\$ 213,546	\$ 213,546	\$ 284,728	\$ 284,728	\$ 355,909	\$ 355,909	\$ 427,091	\$ 427,091
Taxes (@ 30% of Income)	\$ (51,584)	\$ (51,584)	\$ (51,584)	\$ (51,584)	\$ (64,064)	\$ (64,064)	\$ (85,418)	\$ (85,418)	\$ (106,773)	\$ (106,773)	\$ (128,127)	\$ (128,127)
Net Income	\$ 120,362	\$ 120,362	\$ 120,362	\$ 120,362	\$ 149,482	\$ 149,482	\$ 199,309	\$ 199,309	\$ 249,137	\$ 249,137	\$ 298,964	\$ 298,964
Cumulative (Breakeven)	\$ 1,319,783	\$ 1,440,145	\$ 1,560,507	\$ 1,680,869	\$ 1,830,351	\$ 1,979,833	\$ 2,179,142	\$ 2,378,452	\$ 2,627,588	\$ 2,876,725	\$ 3,175,689	\$ 3,474,653
Cash Flows												
Net Income	\$ 120,362	\$ 120,362	\$ 120,362	\$ 120,362	\$ 149,482	\$ 149,482	\$ 199,309	\$ 199,309	\$ 249,137	\$ 249,137	\$ 298,964	\$ 298,964
Less Increase in Inventory	\$ (20,925)	\$ -	\$ -	\$ -	\$ (41,850)	\$ -	\$ (41,850)	\$ -	\$ (41,850)	\$ -	\$ (41,850)	\$ -
Less Increase in Accounts receivable	\$ (29,582)	\$ (29,582)	\$ (29,582)	\$ (29,582)	\$ (44,373)	\$ (44,373)	\$ (59,164)	\$ (59,164)	\$ (73,955)	\$ (73,955)	\$ (88,746)	\$ (88,746)
Plus Increase in Accounts Payable	\$ 18,489	\$ 18,489	\$ 18,489	\$ 18,489	\$ 27,733	\$ 27,733	\$ 36,978	\$ 36,978	\$ 46,222	\$ 46,222	\$ 55,466	\$ 55,466
Cash Flow from Operations	\$ 88,344	\$ 109,269	\$ 109,269	\$ 109,269	\$ 90,992	\$ 132,842	\$ 135,273	\$ 177,123	\$ 179,553	\$ 221,403	\$ 223,834	\$ 265,684
Plus Net New Equity Capital Raised	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cashflow from ops, invests, and fin	\$ 88,344	\$ 109,269	\$ 109,269	\$ 109,269	\$ 90,992	\$ 132,842	\$ 135,273	\$ 177,123	\$ 179,553	\$ 221,403	\$ 223,834	\$ 265,684
Beginning Cash Balance	\$ 1,183,642	\$ 1,271,986	\$ 1,381,255	\$ 1,490,524	\$ 1,599,793	\$ 1,690,785	\$ 1,823,627	\$ 1,958,899	\$ 2,136,022	\$ 2,315,575	\$ 2,536,979	\$ 2,760,813
Ending Cash Balance	\$ 1,271,986	\$ 1,381,255	\$ 1,490,524	\$ 1,599,793	\$ 1,690,785	\$ 1,823,627	\$ 1,958,899	\$ 2,136,022	\$ 2,315,575	\$ 2,536,979	\$ 2,760,813	\$ 3,026,497

Balance Sheet												
Year	2015				2016				2017			
Cash	\$88,200	\$317,862	\$ 1,183,642	\$ 1,599,793	\$ 2,136,022	\$ 3,026,497						
Inventory	\$61,800	\$95,280	\$ 16,740	\$ 37,665	\$ 83,700	\$ 83,700						
Accounts Receivable		\$93,819	\$ 236,657	\$ 118,328	\$ 207,075	\$ 325,403						
Total Current Assets	\$150,000	\$506,961	\$ 1,437,039	\$ 1,755,786	\$ 2,426,797	\$ 3,435,600						
Gross property, plant & equipment	\$55,620	\$85,752	\$ 7,533	\$ 26,366	\$ 37,665	\$ 37,665						
Less accumulated depreciation	\$0	-\$12,863	\$ (1,130)	\$ (3,955)	\$ (5,650)	\$ (5,650)						
Net Property, Plant & Equipment	\$55,620	\$72,889	\$ 6,403	\$ 22,411	\$ 32,015	\$ 32,015						
Total Assets	\$205,620	\$579,850	\$ 1,443,442	\$ 1,778,197	\$ 2,458,812	\$ 3,467,615						
Accounts Payable	\$0	-\$58,637	\$ (147,910)	\$ (73,955)	\$ (129,422)	\$ (203,377)						
Bank Notes Payable	\$0	\$0	\$ -	\$ -	\$ -	\$ -						
Total Current Liabilities	\$0	-\$317,862	\$ (1,183,642)	\$ (1,747,703)	\$ (2,136,022)	\$ (3,026,497)						
Shareholders Equity	\$0	-\$70,957	\$ (359,826)	\$ 504,261	\$ 713,535	\$ 1,042,396						
Total long-term debt and shareholders equity	\$0	-\$388,819	\$ -	\$ -	\$ -	\$ -						
Total Liabilities	\$0	-\$447,456	\$ (147,910)	\$ (73,955)	\$ (129,422)	\$ (203,377)						
Total Assets	\$205,620	\$132,394	\$ 1,295,532	\$ 1,704,241	\$ 2,329,390	\$ 3,264,238						