



## Professional Business Plan

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December 3<sup>rd</sup>, 2018

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## Executive Summary

Meal kit delivery is currently a \$150 billion market in the United States and it is only continuing to grow; One in four adults in America claim to have ordered from a meal kit service in 2016. Comida was founded to address two holes in this market: saving time and money. Fuel costs, time spent grocery shopping, costs of those groceries, and other factors can prove grocery shopping to be too much of an inconvenience for college students, middle-income graduates, and families with limited time.

Our service provides grocery delivery as well as curated shopping lists and dietary plans to help people budget efficiently and save time during their day-to-day lives. Comida offers three different tiers of customer subscription packages: Basic, Classic and Premium. Customers can choose what service features they want monthly, from personal grocery shopping to grocery delivery to dieting regimens, and then choose their subscription accordingly.

Our mission statement is simple: To save customers time and money while providing accessibility and tools to pursue a healthy style of living.

Unlike regular meal plan delivery services, Comida is not restrictive to the recipes that customers can try nor the ingredients they can incorporate. Additionally, Comida's service strategy aims to reduce environmental impact through servicing several customers within a delivery, eliminating the need for individual car trips to the store. Traditional meal plan services also require extreme amounts of plastic, cardboard, ice pack juice, and foil packaging in order to keep ingredients fresh during transit. Our company pushes for increased usage of reusable grocery bags while also delivering groceries within hours of purchasing them. By allowing our users to choose a drop off time, any fresh or frozen produce can be put away as soon as possible.

Comida's initial market penetration will consist of brand ambassador programs in both college towns and urban centers, beginning with Boulder. We will also engage in non-digital marketing strategies in areas we expand to, as well as local grocery stores we partner with.

During the first three years, Comida plans to expand in Boulder, Denver, and Portland. Comida will end the fiscal year of 2022 with a net income of \$284,000; the projected total revenue over this time period will come out to over \$2.3 million. In order for Comida to get up and running, a total of \$460,000 is required for start-up funds. This will be covered by \$200,000 of venture capitalist investments in addition to an SBA loan and founder, friends and family equity.

## Service Plan

### Overview

Every day, millions of people begin their days early and return home after a long day of work, classes, extracurricular activities and much more. Busy schedules can cause many of us to resort to fast food, which is a fast and inexpensive option, but also an unhealthy one. There is a need for



a service that helps consumers plan meals on a budget. We understand that time is valuable, and our service, Comida, can help save time while also encouraging a healthy lifestyle.

## Features & Benefits

Comida recognizes the need for its service in our targeted market, though we will always consider new ways to grow and improve. We readily anticipate any adaptations and evolutions that may need to take place. The following *Figure 1* is the list of features and benefits expected at market entry.

Features	Benefits
Ease of Use	<ul style="list-style-type: none"> <li>Speedy and efficient checkout process when necessary, but will also provide our consumers with the information they need if they feel the need to adjust their subscription choices at any time.</li> </ul>
Online accessibility	<ul style="list-style-type: none"> <li>Consumers are able to save time with the ability to order from anywhere at any time.</li> </ul>
Choice in Grocery Store	<ul style="list-style-type: none"> <li>Consumers can learn what foods are available at each store option and for what price. Thus, they are able to choose their preferred brand names without feeling restricted to just one shopping experience.</li> </ul>
Formulated Grocery Lists	<ul style="list-style-type: none"> <li>Formulated grocery lists based on previous purchases allow consumers with dietary restrictions and/or preferences to choose their own products and find them again with ease.</li> </ul>
Curated Recipes	<ul style="list-style-type: none"> <li>We strive to educate our consumers on possible meals and recipes that can be made in short time periods given a list of ingredients. We hope to promote independent cooking and more creativity in making those meals.</li> </ul>
Budget Tracker	<ul style="list-style-type: none"> <li>The budgeting process allows users to ensure they are staying within their range of prices.</li> </ul>
Delivery Services	<ul style="list-style-type: none"> <li>Our consumers will have the option to have their groceries delivered directly to them at a time they want, or to pick up their groceries in store to save money.</li> </ul>

*Figure 1: Features and Benefits of Comida's Services*



## Service Strategy

Included in this section are the many strategic factors we evaluated based off of studies performed at the University of Colorado Boulder, which are expected to translate smoothly to other cities, university campuses, and demographics.

There are several ways we will differentiate our service from others. One of the largest ways we will cut costs is that our suggested ingredients will be sourced directly from grocery stores within a certain radius of the customer. Comida will not need to rent commercial warehouses in order to assemble meal kits and send them to our customers. Instead, meals will be built out of groceries bought from the store. Comida employees will shop for the customer by assembling ingredients needed for that week's recipes, before delivering the groceries at a specified time on the same day. These unique services will allow our company to offer a more affordable and personalized experience.

Our customers will personalize their experience through our website, as seen in *Figure 2*, in which they have the option to supply us with their dietary and budgeting information. If the customer requests to have their groceries delivered through the Classic or Premium Package, they can select the delivery option to decide when and where they would like their groceries delivered.



**Figure 2: Comida's Website Prototype. Models of all subpages in Appendix III**

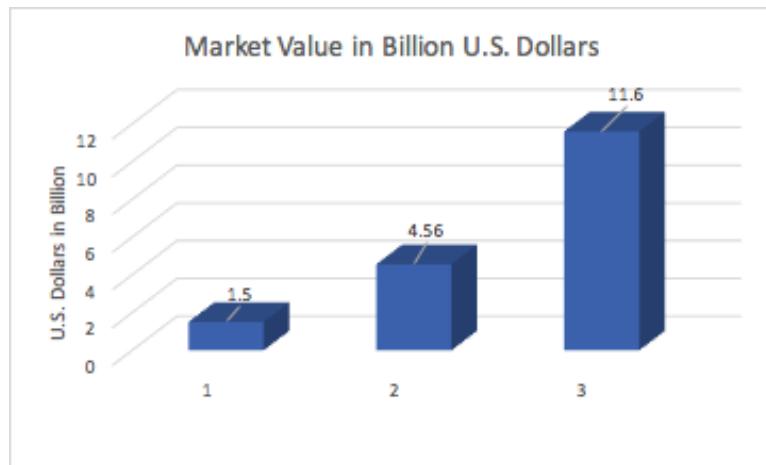
## Market & Industry Analysis

### Total Addressable Market

Comida projects penetration of the Boulder consumer market by January 2020. We predict this initial market will be viable due to Boulder's large student population and amount of residents



with families. Additionally, it is home to several up-and-coming tech companies (Google, Zayo, etc.). Being a company in Boulder, our services will not only appeal to families but will also appeal to the large amounts of young professionals and students that attend the University of Colorado Boulder.



**Figure 3: The Value of the Meal-Kit Delivery Service Market in the United States, 2016-2022**

The most relevant factor driving the market for grocery delivery services is price. Blue Apron and Hello Fresh are incredibly comparable in nature, despite certain business shocks that would disrupt their profits such as higher costs for retraining employees or upgrades in capital. Another interesting market factor that will help differentiate Comida is the environmental impact of meal kit services. Comida is interested in taking a more sustainable approach to online shopping which includes the use of reusable bags for personal shoppers and avoiding packaged and shipped goods that require a lot of material.

## Entry Point

Although there is a large market for meal delivery services, Comida will have a unique entry point to differentiate within a large and established market. We will pursue an entry point of offering lower costs while highlighting the company's eco-friendly mission.

Being a company targeting a specific market in Boulder, we aim to make our company as eco-friendly as possible to appeal to our potential customers. As we continue to grow, this aspect of our company will continue to sophisticate and make our company stand out in light of rising environmental concerns.

Packaging waste issues exist throughout the market and people all over the world have complained about this issue with other meal kit services. Therefore, we can be confident that this eco-friendly differentiation will still be valuable past the Boulder market stage to the larger Colorado market and beyond.



## Industry Analysis

According to Statista, the meal kit industry hit a net revenue of \$1 billion worldwide in 2015, and is predicted to reach a global revenue of \$10 billion by the year 2020. In March of this year, it was estimated that over 10.5 million Americans have tried a meal kit delivery service within the past six months. This statistic demonstrates that consumers, specifically in the US, are interested in making meals from scratch, (Statista ).

All sales for these meal kit services occur online, in the same location where customers can alter subscriptions. That is to say that the meal kit industry operates through Business to Consumer (B2C) distribution channels. It is not the point of sale that is the complicated channel for this industry, but rather how ingredients for the meals are supplied, assembled, and distributed to the customer.

## Competition

Major competitors in our industry include brands such as Blue Apron, HelloFresh, and local grocers which possess their own delivery services like Safeway. Blue Apron and HelloFresh are also meal delivery services in which the customer requests a certain number of meals that are then delivered directly to the customer's home.

HelloFresh, has seen significant growth within the last few years. One of its top features is the way in which their products are packaged. When compared to Blue Apron, for example, HelloFresh is much more organized as each meal comes in its own individual box. Blue Apron, on the other hand, sends all of the ingredients for requested meals in one big box, forcing the customer to unpack and organize the ingredients into meals.

The single-use packaging in meal-delivery services has raised some serious concerns. For most of these services, the packages contain cardboard boxes, Styrofoam coolers inside those boxes, freezer packs and plastic bags which contain each individually packaged ingredient. According to an Industry Leaders Article, Blue Apron alone contributes an annual waste of 192,000 tons of freezer packs. Although the contents within the packaging state that they are recyclable, the process to actually recycle these products is easier said than done. HelloFresh posts small tutorials on their website that provides instruction on how to recycle the packaging materials sent to customers, but some of the processes listed are too time-consuming to really ensure waste is disposed of properly.





**Figure 4: An example of the excessive packaging that accompanies every HelloFresh (left) and Blue Apron (right) order. Comida's mission is to provide customers with a less expensive and less wasteful option.**

Because our service is a “middle-ground” between grocery delivery and meal plan services, we also need to consider local competitors like grocery delivery through grocers like Safeway or Walmart. Figure 5 illustrates the annual growth in online grocery shopping in the United States.



**Figure 5: U.S. online grocery shopping sales (2012-2021)**

Online grocery shopping and delivery is projected to become a \$100 billion dollar industry by 2022, (Miller) and large online retailers like Amazon are teaming up with grocery chains like Whole Foods while Safeway and Target also lean towards increased investment in grocery delivery services. Online grocery shopping cooperatives such as Amazon and Whole Foods are the most pressing competition for our brand because it is the most similar to our business model.

## Barriers to Entry

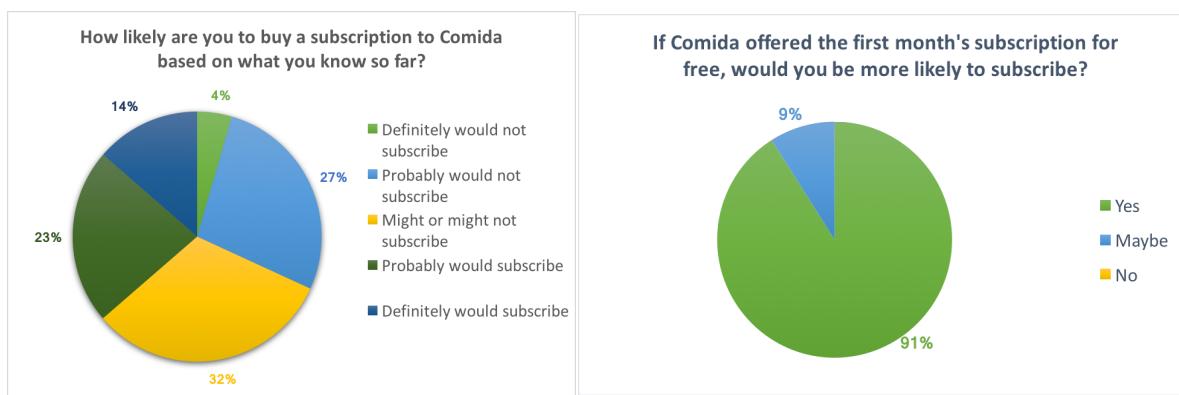
Comida’s main barrier to entry will be maintaining its customers in the competitive meal-plan market. Statistically, it only takes five to eight weeks for many consumers to drop the service due

to overpriced foods. The top three difficulties this industry holds are its prices, convenience and packaging.

## Marketing Plan

### Customer Research

We will need to actively promote Comida to our target populations of college students and young professionals to raise customer desire for our product, and a free trial period will be a great way to begin. Free trial periods are a marketing strategy used across many different sectors including entertainment subscription services and fitness memberships and proves to be a successful and inexpensive marketing strategy. This idea is solidified by market research results as seen in *Figure 6*.



**Figure 6: Likelihood of Comida Subscriptions**

### Pricing Strategy

Our price point is based on the costs of trucks for delivery, employee salary, gas for each truck, and an added profit margin. Accounting for these costs along with the assumption that 20 customer's groceries can fit in a single truck, the cost of shopping and delivery for a single customer is roughly \$7. This would bring our gross margin per unit to \$15 for the lowest delivery plan. As our consumer base increases, we will be able to increase our profits without any substantial changes in cost. Each year, Comida plans to add a delivery truck to account for growth.

### Distribution Channel

Over the three-year business plan period, Comida will outreach to more and more customers as the business expands. In the first year, Comida will reach customers through a direct business to consumer transaction and will become profitable through direct sales of groceries and delivery services throughout the Boulder area.

We will make our base delivery service the King Soopers stores in Boulder. Additional stores that will be included in our shopping experience will include Safeway, Trader Joe's and Target. Specialty stores that cater to higher price points will include more local shops such as Alfalfa's,



Lucky's or the Boulder Farmers Market. As our customers continue using our service, the additional stores we have partnered with will begin making a profit by promoting their own sales. By the first quarter of 2021, we will expand to Denver while continuing to grow in Boulder. Additionally, Comida will continue expansion into Portland, Oregon by 2022.



**Figure 7: RTD Bus Promotion Example**

### Promotion & Communication Strategy

We will initially be promoting our service in a part of Boulder which primarily targets college students, post-grads, and families. Ways we will advertise our product to our target audience will be through RTD bus advertisements, grocery store carts, and park benches. We plan to make it very clear to our future customers about having their first month of this service be free, which will incentivize our target audience to try out our service without feeling like they are making a substantial commitment to a service that is relatively new to the market.

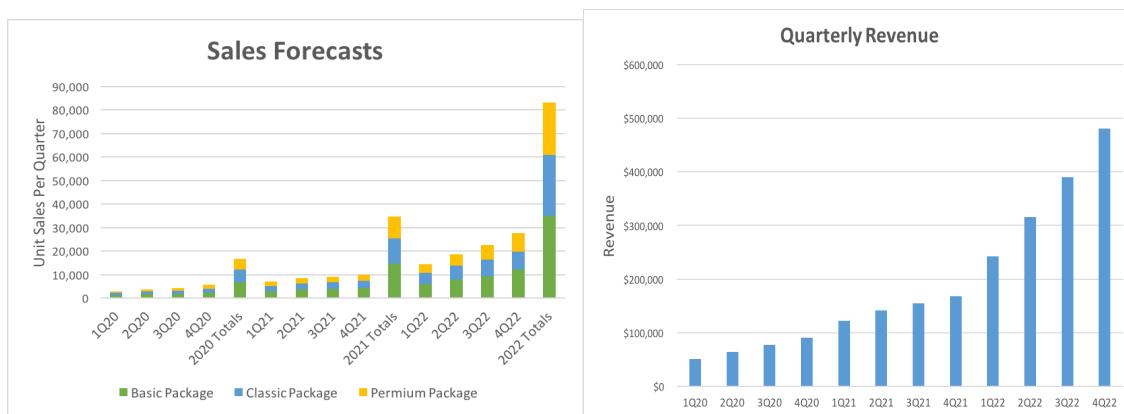
Another communication strategy we plan to utilize is having brand ambassadors; individuals who receive 10% discount on our service and work to promote our service to other potential customers. Students and professionals working in Boulder offices would be great Brand Ambassadors to help spread the word in classes, break rooms, and around town. The discounted service fees that brand ambassadors will receive are aimed to be an added incentive to maintain ambassador retention.

Finally, we will have an online presence by placing ad campaigns on social media platforms such as Facebook, Instagram, and Snapchat. We have budgeted \$50,000 within our first year to establish an initial online social media presence. We will also reach out to local bloggers to appeal to those who are foodies or frequent "mom" blogs in Boulder to reach the audience who may not use the streamline social media platforms. These bloggers are capable of promoting our brand similar to our brand ambassadors and also receive a discounted service fee. In terms of media, we will promote our company via stickers placed on sliding doors in grocery stores, as well as large logos on our delivery vans. A few final places we have chosen to promote our service includes assisted living homes, physical therapy centers, hospitals, urgent care centers, and real estate companies.

## Revenue Model

Our price point is based on the costs of trucks for delivery, employee salary, gas costs of each truck, and an added profit margin. Over the next three years, we can be prepared to increase our price point to compensate for any increase costs such as more warehouse space for trucks, increases in staff, or to compensate for regular changes in gas prices. Our business will not be incurring significant distribution channel impacts as our major channels are already accounted for in our costs (trucks/employee compensation).

Comida has developed its revenue model based on a predicted tri-annual sales increase. This predicted sales increase schedule was uniquely created based on our target market, college students and middle to high income earning individuals as presented in *Figure 8*. The new year is the first time of the year we predict a sales increase and this increase will mainly occur in our premium tier subscriptions. The second predicted sales increase will be at the beginning of summer as graduation parties, 4th of July barbeques, and summer cookouts become more regular. The last sales increase of the year is expected to occur on August 1st, signifying the beginning of fall and back to school season.



**Figure 8: Comida Quarterly Unit Sales Forecast and Revenue for Years 2020 to 2022**

Year to year trends are based on Comida's expansion plan for its first three years. During 2020, Comida will focus on penetrating the Boulder market and specifically reaching University of Colorado students and professionals at local tech companies. Between 2020 and 2021 Comida will expand their market to include Denver, as mentioned before. In 2022 Comida will continue to grow to Portland, Oregon.

## Operations Plan

### Operations Strategy

Comida's services are based on a tiered system as seen below in *Figure 9*, which allows our consumers to choose a service that best fits their needs. Customers will be more likely to subscribe



because our value judgment of Comida's services follows the value judgment each customer makes, where more service features equals more payment.

The quality of Comida's service will be top notch. Delivering high-quality foods from local stores through our positive and energetic employees will ensure that each customer has phenomenal experiences using our service. This is also differentiated from meal-kit services like HelloFresh or Blue Apron that deliver through regular postal services, greatly decreasing customer interaction.

Basic Package	Classic Package	Premium Package
<p><b>\$20 per month</b></p> <p><i>Includes:</i> grocery lists, custom recipes, and in-store grocery pick-up.</p> 	<p><b>\$22 per month</b></p> <p><i>Includes:</i> grocery lists, custom recipes, and grocery delivery service.</p> 	<p><b>\$27 per month</b></p> <p><i>Includes:</i> grocery lists, custom recipes, grocery delivery service, dietary restriction filters, and workout regimens.</p> 

**Figure 9: Comida Subscription Profile**

Comida will source its ingredients from local grocery stores instead of having entire warehouses rented to build and ship meal kits. This aspect of our plan will help cut costs and allow our customers to have more familiarity with the ingredients and foods they desire. However, Comida is differentiated from grocery delivery services already offered through several grocery stores, because we will also offer recipes based on ingredients purchased, dietary options and workout plans. These are things that our grocery store competitors do not have within their food services, but are vital to anyone who wants to train, change their eating habits, or maintain their current diet.

### Scope of Operations

To make Comida a successful business, we will perform operations both in-house and through outsourcing. We will have hourly employees that will carry out grocery shopping trips for customers based on their uniquely generated shopping lists. These employees will also double as the grocery delivery service, our employees will use our vans to transport the groceries to the classic and premium customer's house. We will have one van leased monthly to deliver the

groceries to our customers for the first year, and will add another leased van during each subsequent year of expansion; ending with three leased vans by 2022.

The first step to using our service is to have our customer fill out their dietary preferences and restrictions on our website. For this, we will contract out an experienced web/app software developer to create an efficient platform for us to maintain our company and for users to order their food efficiently. This developer will additionally help us create a system that matches a customer's dietary restrictions and preferences with a grocery list, which would then be tied to any recipe in which the grocery item(s) can be incorporated. It is important to note that professionals such as the web developers will be initially contracted to keep salary costs low. However, as Comida grows, there will be more opportunity and capital to take on more of those professionals as full-time salaried employees, most likely in 2022.



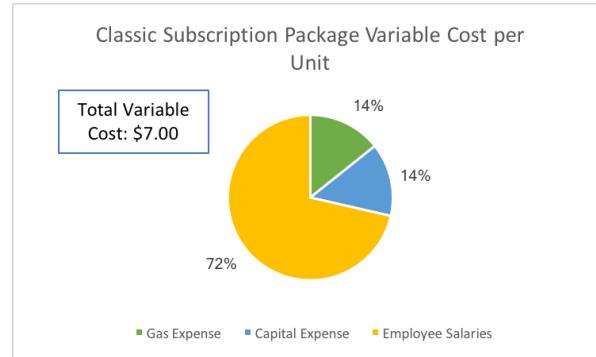
*Figure 10: Example Reusable Bag by Comida*

Another essential operation that we need for our business is to employ a nutritionist to help with development and innovation of our recipes and groceries packages. Our company wants to encourage a healthy lifestyle, and the recipes we provide to our customers will need to be quick and easy yet healthy. This way we can continue to reinforce healthy ways of eating to our customers.

The last step in our service is the delivery of personalized groceries using our custom reusable grocery bags. We will outsource the production of these in order to have a large amount of bags produced in a short amount of time for low costs. We will design and sell these bags because we recognize that not every customer will have their own reusable grocery bags for use. Hence, purchases of these Comida customized bags from a supplier will be provided to our customers to help avoid using plastic grocery bags, thus upholding our eco-friendly values.



We will rent out a space to store our vans and have a few office spaces for our employees. The vans and software are capital assets that we need to acquire before we begin sales. All of these items are essential to our business as the website is the primary source of communication between us and our customers and the vans are our main transportation to deliver our groceries.

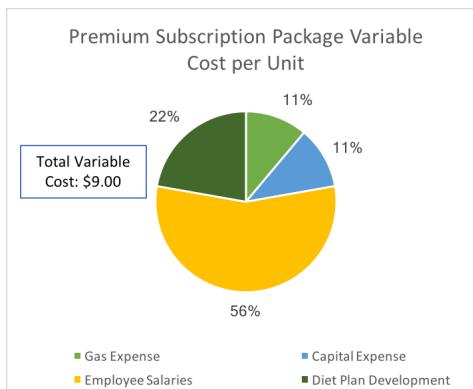


**Figure 11: Pie chart breaking down variable unit cost for the Classic subscription package**

### Costs & Expenditures

The simplest variable cost per unit is associated with the Basic subscription package. Since this package does not include delivery, the only unit variable cost to be considered is the employee salary which is estimated to be \$5 per unit. This calculation takes into account the wage of the driver and hours required per order.

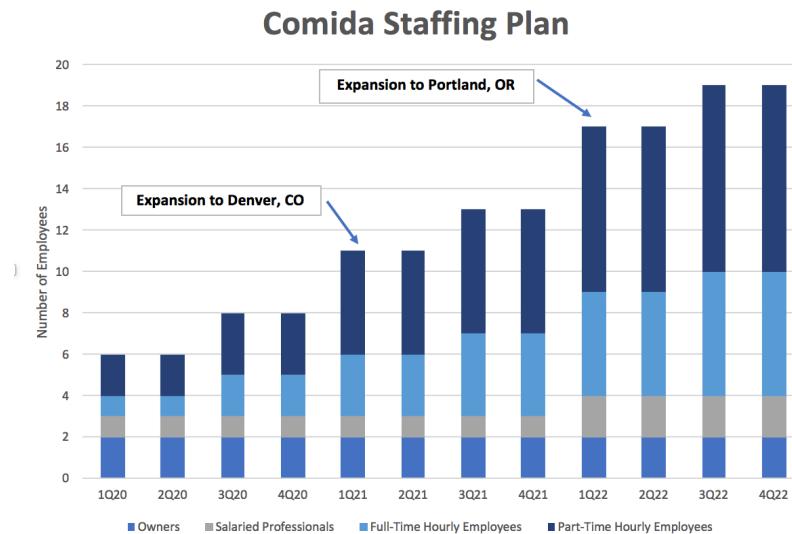
The Classic and Premium subscription plans include delivery, which adds the additional costs of gas and capital expense. This is calculated using the monthly cost of a van rental, along with the Classic and Premium units sold per month. In total, the variable cost per unit of the Classic plan will include employee wage costs, gas expense, and capital expense, as seen in Figure 1. This comes to \$7 per unit for a monthly Classic subscription. The Premium package additionally features personalized diet plans, which is estimated to add \$2 per unit cost.



**Figure 12: Pie chart breaking down variable unit cost for the Premium subscription package**

Comida will require several different types of employees to run this business smoothly. Comida will have part-time and full-time hourly employees. The functions that these employees will perform include grocery shopping for clients and delivering orders to those customers, or facilitating customer grocery pick-up for basic subscribers. Hourly employees will earn \$12.50 per hour with 3% annual wage increases. In addition to these employees, Comida will also have employees on a monthly salary, whose responsibilities will vary. These employees will include nutritionists in charge of recipe development, shopper and driver managers, accountants, and web developers. Some of the work of these employees may also be contracted until Comida has the capital to employ these professionals full-time. These full-time professionals will earn a monthly salary of \$4,000 with 3% annual wage increases.

Macy Scott and Mitchell Bender will remain with the company as it grows and will receive monthly owner's compensation. Owners will wear many different hats during the daily operations of the company. In addition to the general supervision of operations, owners will be in charge of managing and training the employees, corporate relations, and payroll. Quantities of the various employee pay grades can be found in *Figure 13* which depicts employment per quarter from 2020 to 2022.



**Figure 13: Comida's Staffing Plan divided by quarter and employee pay grade**

All employees will receive discounted prices on package subscriptions. Other benefits will include five free nutritionist consultations per year. Four percent of employee earnings are designated for other employee benefit programs including paid vacation and sick days.



	Monthly Cost 2020	Monthly Cost 2021	Monthly Cost 2022
Advertising	\$400	\$800	\$1,500
Vehicle Rent Expense	\$750	\$1,500	\$3,000
Professional Contract Labor ( <i>nutritionists, web developers, accountants, etc.</i> )	\$1,000	\$1,030	\$1,061
Customer and Brand Ambassador Discounts and Refunds	\$250	\$500	\$1,000
Insurance ( <i>liability and property</i> )	\$1,000	\$1,030	\$1,061
Licenses / Permits / Fees	\$500	\$515	\$530
Business Property Rent	\$2,000	\$3,000	\$4,000
Sales and Marketing	\$200	\$400	\$800
Telephone and Telecommunication	\$500	\$515	\$530
Gas	\$1,300	\$2,600	\$3,900
Utilities	\$200	\$206	\$212

**Figure 14: Monthly Operating Expenses**

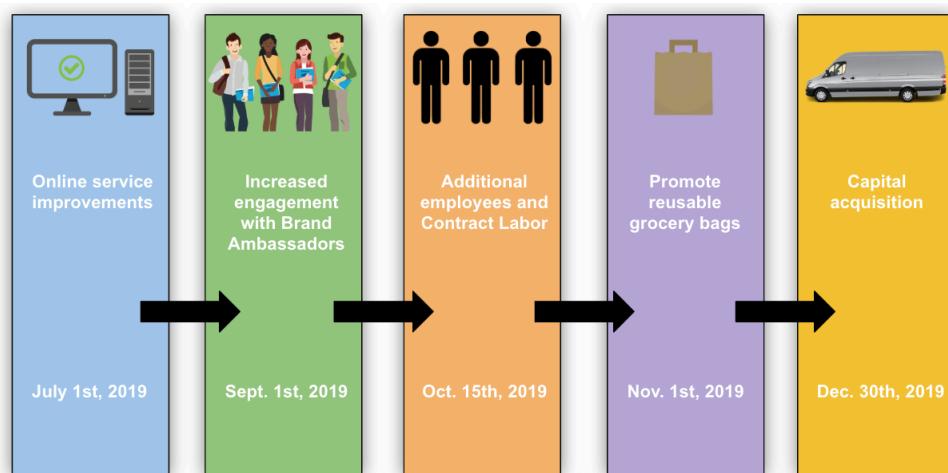
Monthly costs that are not impacted by expansion, such as telecommunication expense, are slotted to increase by 3% each year. Costs that need to increase due to expansion include vehicle expense, gas expense, and business property rent. These will increase by more than 3% each calendar year due to geographic expansion. In 2021, Comida will expand to Denver, and in 2022 we will expand to Portland, Oregon. These expansions will increase vehicle and gas expense by 100% each year to add more vans to Comida's capital. Business property rent will also increase by 50% each year



to account for this expansion. All annual increases of monthly operating expenses can be seen in *Figure 14*.

## Research, Development, & Engineering

At our company launch, Comida will have six employees, including the two upper managers/founders, three truck drivers/shoppers, and one salaried professional. Pre-opening capital will consist of 1 truck and a small office space for daily operations.



**Figure 15: Key Milestones**

Between the months of July and December 2019, Comida will contract a coding/software employee to help us develop a mobile app for our services while also looking into potential improvements on our existing website. We will continue to expand our existing service in Boulder, through the addition of trucks and hourly employees. Comida will also expand influence on college campuses in the respective cities in which we operate, meaning that our student ambassador program will take a larger hold on students as time goes on.

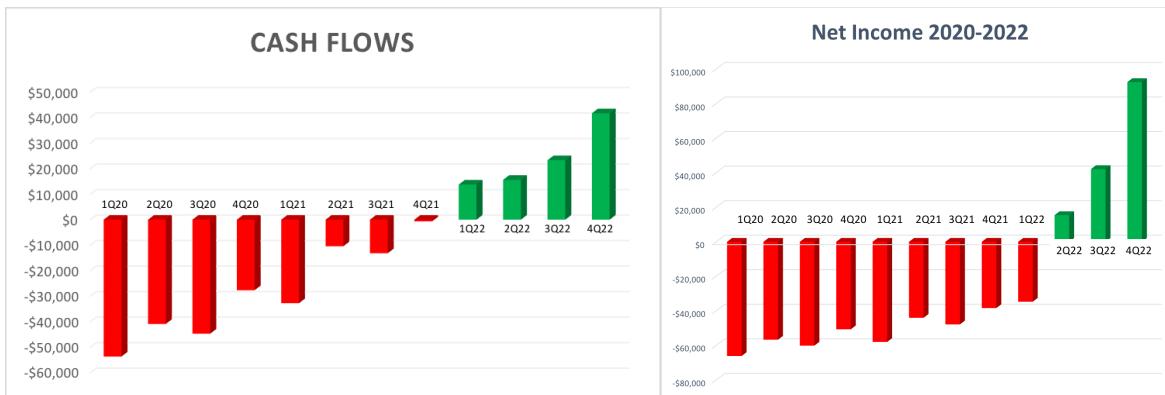
## Financial Plan

### Key Drivers

The two key drivers in our business that are most important to our financial success are the sales forecasts and cash flow. Similar to what other meal delivery services offer, our tiered pricing is based on the specific services we offer within each package. This makes it essential to preview how many packages we need to sell per quarter in order to be financially successful within a three-year period. Based on our research, we've observed that our sales forecasts will increase by approximately 200% in 2021. Additionally, it will increase by another 240% in 2022. These increases are due to expansion to new locations, including Denver and Portland, as well as gaining a better reputation and subscriber population in the locations we currently reside in.

## Financial Projections

Our cash flow is a very crucial part to look at for our financial success. Comida's first positive cash flow will occur in the first quarter of 2022 as seen in Figure 16 and 17, projecting Comida will finish the fiscal year of 2022 with a net income of roughly \$284,000.



*Figures 16 and 17: Quarterly Cash Flow and Net Income for years 2020 to 2022*

## Funding Plan

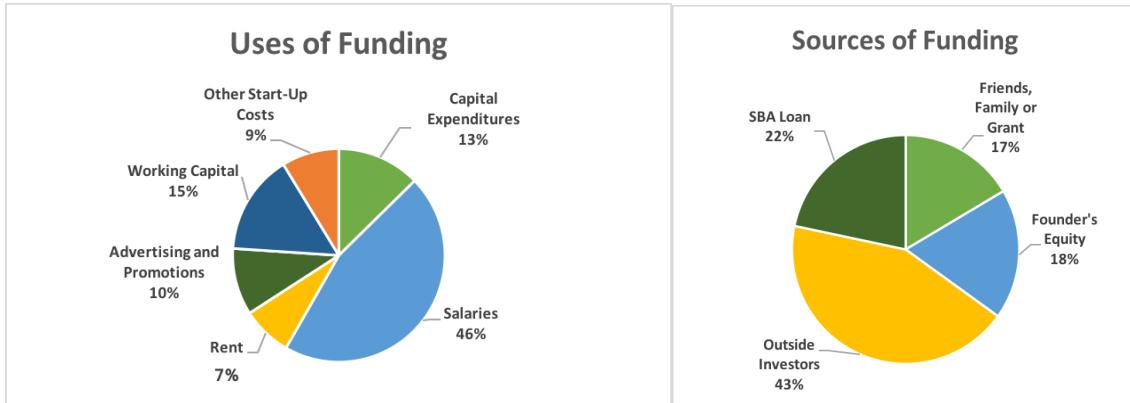
### Funding Requirements

Comida's required amount of funding needed to start our business will be \$461,000. Our non-equity sources of funding include funds gifted to the company from family and friends, while our equity funding will consist of a combination of founder's equity and outside investors, bringing about an investor ownership share of 21%. We will also be financing through debt via a Small Business Administration loan. In the second quarter of 2022, we will begin to make a profit, with our cumulative losses being the most substantial amount the month before, thus funding will be required to operate up to this point. We will endure no credit card debt nor any other bank debt.

### Sources & Uses of Funds

Comida's use of funds will primarily revolve around pre-opening salaries, advertising, and additional start-up costs for trucks, hourly employees, and web development. The largest portion of our funds is dedicated to maximum cumulative losses.

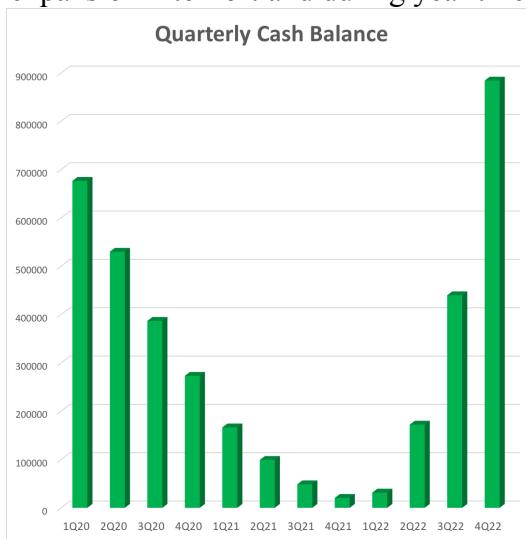




**Figures 18 and 19: Uses and Sources of Start-up Funding**

### Cash Balance Projections

This figure shows quarterly cash balance projections for 2020 through 2022. Although 1Q22 is slightly negative, Comida will end 2022 with a net income of \$284,000 and will be able to provide investors a yearly ROI of 80%. This negative cash balance will likely be due to increased monthly expenses which account for expansion into Portland during year three.



**Figure 20: Quarterly Cash Balance Projections**

### Offering

Comida plans on partnering with an investor or capital venture group who will invest \$200,000 of our required start-up funds. With this investment, investors can be guaranteed to see an 80% ROI through the end of 2022. This will total to a return on investment of \$1,170,000 and a net profit for the investor of \$970,000. Additionally, by the end of 2022, Comida will have a net worth of \$5,680,000. Combining these two figures, it can be calculated that the partnered investor will own 21% of our company.



## Management Plan & Risks

### Organization

#### Chief Executive Officer and Chief Operating Officer: Mitchell Bender



As an Economics major at University of Colorado Boulder, Mitch has extensive knowledge in both the financial and operational aspects of the company. He also has experience with financial strategies via class experience while studying abroad and also through the University of Colorado Boulder Business Minor Program. Mitch has experience working with customers face to face in the food and tourism industry, allowing for great interpersonal skills when communicating with customers and partners. His educational and professional experiences have allowed him to truly understand the importance of teamwork, leadership, and communication.

As one of the founders of Comida, Mitch understands the mission statement and goals of the company, allowing him to ensure that the vision and goals of Comida are maintained and executed efficiently.

Mitchell also has great teamwork skills and can effectively manage multiple teams of people accomplishing multiple different tasks, making him a perfect candidate to oversee daily operations of Comida. As a student abroad, Mitchell was heavily involved with multiple teams of students, working to help community members in rural Panama improve the infrastructure of their community. This experience helped Mitchell not only learn how to understand a problem but also how to form strategies and daily work plans to accomplish more long-term goals. With academic experience in Economics and Global Business, Mitchell has a very clear understanding of how an efficient business operates externally while also minimizing costs of production and operation.

Organizational groups that report to Mitchell as the COO include part time and full-time hourly employees dedicated to servicing grocery orders and scheduling deliveries/pickups. Any human resources staff will also report to the COO.

#### Chief Financial Officer and VP of Sales and Marketing: Macy Scott



Macy has an engineering degree and has experience with real-world financial projects. In the Spring of 2018, Macy developed a financial model for a community in rural Panama which allowed members to financially empower themselves to internally fund community projects. Additionally, Macy has previous experience with managing the finances of an organization, as part of the finance board of Engineers Without Borders at University of Colorado Boulder. In this position, she wrote grant proposals, formed project budgets, and creatively acquired funds for her team. She has a passion for problem-solving gained during her undergraduate studies, which she can uniquely apply to a variety of business scenarios.

Macy has a detailed understanding of Comida's financial model, and has goals set for Comida to make a profitable net income in 2022 and to provide investors with an ROI of 80% over three years.

Macy will also be holding the position as Comida's VP of sales and marketing. She has relevant experience for this position through her experience as the logistics lead for the University of Colorado Boulder's chapter of Engineers Without Borders. As logistics lead, Macy gained applicable skills of communication within teams, coordinating with corporate sponsors, and organizing promotional events for her organization. Many of these skills can be directly applied to sales and marketing strategies within Comida's model. As a variation of other companies that already exist in this market, sales and marketing will be critical to Comida's financial success to show customers the unique services and low prices only we can offer. Another large part of this role will be coordinating and training brand ambassadors, who will put a friendly and personal face with our company.

Organizational groups that Macy oversees under these positions include an accountant, financial bookkeeper, legal advisors, brand ambassadors, and professional networking with local grocery stores. Developing relationships with business that are crucial to our company's financial success is important, as our services not only generate revenue for us but also for the grocery stores we work out of.

## Board of Directors

### ***Taylor Lawrence***

*Expected Graduation Date: December 2018*



Taylor is pursuing a bachelor's degree in information science with a minor in Business at the University of Colorado Boulder and is also a founding member of the INFO Buffs student club. Taylor has worked with The National Center for Women & Information Technology which works to increase women and girls participation in computing all over the country. Having the experience of working with a team to help make the important decisions of how to improve NCWIT's services, Taylor will be an excellent fit for this companies Board of Directors.

### ***Marissa Kelley***

*Expected Graduation Date: May 2020*



Marissa is pursuing a bachelor's degree in information science, a minor in business and certificates in international media and technology, arts & media. Among her academics, she is one of the captains of her bhangra dance team, the human resources head on her hip-hop dance team, the treasurer of the Inland Ocean Coalition, and president and founding member of the INFO Buffs club at the University of Colorado Boulder. In the summer, she is a sea-kayak instructor and logistics coordinator for teenagers. Through her academic background and activities, she is an excellent fit on the board due to her passionate energy, leadership experience, and vast knowledge on significant details of the company.

## ***Board of Directors: Professional Members***

### ***Matthew Scott***



Matthew Scott will sit on Comida's Board of Directors. He is currently the Senior Director of Taxation for the State of Colorado and has an extensive background in the financial sector. His education is in Business Administration with an MBA, both from Fisher College of Business at Ohio State University.

### ***Jeffrey Bender***



Jeffrey Bender will also sit on the Board of Directors. As a Regional Senior Sales Director for Equinix, he will be able to help Comida maintain forecasting accuracy while also pushing profit growth for our service. Educated in English Literature at the University of Southern California, Jeffrey has both a solid academic foundation and extensive sales experience that will prove to be a great asset to Comida.

### ***Roger Twisselman***



Roger Twisselman will be our final member on the Board of Directors. He has been an attorney for over 27 years at Johns Manville, a well-known roofing and insulation company. His insights to legal documents and processes will be invaluable to us when starting and expanding Comida. He received B. A's in history and political science with a minor in education from St. Olaf College and his J.D from Seattle University.

## **Risks**

### ***Market Risk***

Comida must be prepared to face potential meal delivery service and grocery market risk. These risks include larger companies like Hello Fresh and Blue Apron who are large competition threats to Comida's entrance into the market. These companies possess the ability to go from only offering certain ingredients for specific meals, to offering more ingredient and grocery item options. To mitigate this, Comida will focus on enhancing their differentiating factors that go beyond merely delivering groceries. These features include custom dietary preferences and a lower carbon footprint via reusable bags. Additionally, some grocery stores already offer or will start to offer

home delivery services like King Soopers and Walmart. A way to mitigate this risk would be to market against home-delivery grocery stores to stress our customizable options and digital storage of previous purchases.

### **Technological Risks**

A final risk that Comida must consider are the technological risks that come with having a technology-based platform. Crucial parts that differentiate us include consistent price updates at stores, location services for our customers and drivers, and a well-polished list of recipes and food for our users. The constant updating of price information from the multiple grocery stores may become a major challenge and require significant effort from us. This will be mitigated by having our staff scan item prices into the site, modeled in *Figure 21*, as they simultaneously grab them for our users or while they are waiting for an order. As users fill their list of groceries, our staff will be able to begin searching for the items and rescanning their prices to update the site.

The screenshot shows a side-by-side comparison of two grocery store websites: King Soopers and Trader Joes. On the left, the King Soopers interface is displayed, featuring a sidebar with navigation links for 'King Soopers' and 'Trader Joes'. The main content area is titled 'King Soopers' with a sub-instruction 'Select and order food from King Soopers [Sunrise Center] to be delivered directly to your door.' Below this, another section titled 'King Soopers' with the same sub-instruction follows. The menu lists three items:

- French Baguette**: \$4. Description: Our famous French baguette, with olive oil & balsamic vinegar. Icons: V, VG.
- Spinach**: \$6. Description: Organic spinach served as a salad sprinkled with parmesan & pine nuts. Icons: V, VG, GF, DF.
- Zucchini**: \$4. Description: Oven roasted sweet potato, zucchini & carrot fries. Icons: V, VG, GF.

On the right, the 'My Order' section is shown, indicating '0 items'. It includes a blue shopping bag icon and the text 'Browse our menu and start adding items to your order'. Below this, the order summary table shows 'Subtotal \$0' and 'Tax \$0'. A link '+ Special requests' is available. At the bottom, a note 'Online ordering unavailable' is present, followed by a large orange 'ORDER NOW >' button.

**Figure 21: Website page where consumers view current prices for items in each store**

## Appendices

### *APPENDIX I: Market & Industry Analysis*

	Veggie Plan	Classic Plan	Family Plan
<b>Cost per Serving</b>	\$7.99	\$7.99	\$6.99
<b>Shipping per week</b>	\$5.99	\$5.99	\$5.99
<b>Number of Servings per Meal</b>	2	2	4
<b>Number of Meals per Week</b>	3	3	3

**Table 1:** This table is an example of industry organization regarding tiered membership subscription options. These are the different meal plans offered by *HelloFresh*.

Factor	Comida	Blue Apron	HelloFresh	Safeway
Quality	High	Diverse Independents	Co-op	Large Supplier Contracts
Price	Low	High	Medium	Medium
Speed	30 minutes	< 25 minutes	< 30 minutes	Slow
Delivery	Yes	Yes	Yes	Yes
Organization	Low	Medium	High	Low
Sustainability	High	Low	Low	Medium

**Table 2: Matrix Analysis of Comida's Competition**

Our Matrix Analysis contains several categories: Quality refers to the standard held by each company in terms of quality of ingredients and recipes. Price is the cost of delivery for each brand. Speed refers to the time it takes to follow one recipe from each company. Organization is the extent to which ingredients in a single delivery box are separated depending on the recipe. And finally, sustainability refers to the environmental impact of each brand in terms of ice packs used for storage/delivery, fuel used to transport goods, materials used for boxes, amongst other things.



*APPENDIX II: Financial Models*

Sales Forecasts 2020					
	1Q20	2Q20	3Q20	4Q20	2020 Totals
<b>Basic Package</b>	1,200	1,590	1,695	2,400	6,885
<b>Classic Package</b>	990	1,200	1,395	1,590	5,175
<b>Permium Package</b>	780	990	1,200	1,590	4,560

Sales Forecasts 2021					
	1Q21	2Q21	3Q21	4Q21	2021 Totals
<b>Basic Package</b>	2,700	3,600	3,900	4,350	14,550
<b>Classic Package</b>	2,400	2,700	2,850	3,000	10,950
<b>Permium Package</b>	1,950	2,190	2,400	2,595	9,135

Sales Forecasts 2022					
	1Q22	2Q22	3Q22	4Q22	2022 Totals
<b>Basic Package</b>	6,000	7,800	9,300	12,000	35,100
<b>Classic Package</b>	4,800	6,000	7,200	7,800	25,800
<b>Permium Package</b>	3,600	4,800	6,000	7,800	22,200



## Comida Income Statement 2020-2022

	1Q20	2Q20	3Q20	4Q20	TOTAL 2020	1Q21	2Q21	3Q21	4Q21	TOTAL 2021	1Q22	2Q22	3Q22	4Q22	TOTAL 2022	
<b>Revenues</b>																
Basic Package	\$ 18,000	\$ 24,000	\$ 30,000	\$ 36,000	\$ 108,000	\$ 42,000	\$ 54,000	\$ 60,000	\$ 66,000	\$ 222,000	\$ 90,000	\$ 120,000	\$ 150,000	\$ 180,000	\$ 540,000	
Classic Package	\$ 16,500	\$ 19,800	\$ 23,100	\$ 26,400	\$ 85,800	\$ 39,600	\$ 42,900	\$ 46,200	\$ 49,500	\$ 178,200	\$ 79,200	\$ 99,000	\$ 118,800	\$ 138,600	\$ 435,600	
Premium Package	\$ 16,200	\$ 20,250	\$ 24,300	\$ 28,350	\$ 89,100	\$ 40,500	\$ 44,550	\$ 48,600	\$ 52,650	\$ 186,300	\$ 72,900	\$ 97,200	\$ 121,500	\$ 162,000	\$ 453,600	
<b>Total Revenue</b>	<b>\$ 50,700</b>	<b>\$ 64,050</b>	<b>\$ 77,400</b>	<b>\$ 90,750</b>	<b>\$ 282,900</b>	<b>\$ 122,100</b>	<b>\$ 141,450</b>	<b>\$ 154,800</b>	<b>\$ 168,150</b>	<b>\$ 586,500</b>	<b>\$ 242,100</b>	<b>\$ 316,200</b>	<b>\$ 390,300</b>	<b>\$ 480,600</b>	<b>\$ 1,429,200</b>	
<b>Expenses</b>																
Basic Package	\$ 4,500	\$ 6,000	\$ 7,500	\$ 9,000	\$ 27,000	\$ 10,500	\$ 13,500	\$ 15,000	\$ 16,500	\$ 55,500	\$ 22,500	\$ 30,000	\$ 37,500	\$ 45,000	\$ 135,000	
Classic Package	\$ 5,250	\$ 6,300	\$ 7,350	\$ 8,400	\$ 27,300	\$ 12,600	\$ 13,650	\$ 14,700	\$ 15,750	\$ 56,700	\$ 25,200	\$ 31,500	\$ 37,800	\$ 44,100	\$ 138,600	
Premium Package	\$ 5,400	\$ 6,750	\$ 8,100	\$ 9,450	\$ 29,700	\$ 13,500	\$ 14,850	\$ 16,200	\$ 17,550	\$ 62,100	\$ 24,300	\$ 32,400	\$ 40,500	\$ 54,000	\$ 151,200	
<b>Total Cost of Sales</b>	<b>\$ 15,150</b>	<b>\$ 19,050</b>	<b>\$ 22,950</b>	<b>\$ 26,850</b>	<b>\$ 84,000</b>	<b>\$ 36,600</b>	<b>\$ 42,000</b>	<b>\$ 45,900</b>	<b>\$ 49,800</b>	<b>\$ 174,300</b>	<b>\$ 72,000</b>	<b>\$ 93,900</b>	<b>\$ 115,800</b>	<b>\$ 143,100</b>	<b>\$ 424,800</b>	
<b>Total Salary and Wages</b>	<b>\$ 62,529</b>	<b>\$ 62,529</b>	<b>\$ 75,420</b>	<b>\$ 75,420</b>	<b>\$ 275,898</b>	<b>\$ 94,773</b>	<b>\$ 94,773</b>	<b>\$ 108,045</b>	<b>\$ 108,045</b>	<b>\$ 405,636</b>	<b>\$ 145,092</b>	<b>\$ 145,092</b>	<b>\$ 158,754</b>	<b>\$ 158,754</b>	<b>\$ 607,692</b>	
<b>Fixed Business Expenses</b>																
Advertising	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 4,800	\$ 1,236	\$ 1,236	\$ 1,236	\$ 1,236	\$ 4,944	\$ 1,272	\$ 1,272	\$ 1,272	\$ 1,272	\$ 5,088	
Vehicle Expenses	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 9,000	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 18,000	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750	\$ 27,000	
Professional Contract Labor	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000	\$ 3,090	\$ 3,090	\$ 3,090	\$ 3,090	\$ 12,360	\$ 3,183	\$ 3,183	\$ 3,183	\$ 3,183	\$ 12,732	
Customer Discounts/Refunds	\$ 750	\$ 750	\$ 750	\$ 750	\$ 3,000	\$ 774	\$ 774	\$ 774	\$ 774	\$ 3,096	\$ 795	\$ 795	\$ 795	\$ 795	\$ 3,180	
Insurance	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000	\$ 3,090	\$ 3,090	\$ 3,090	\$ 3,090	\$ 12,360	\$ 3,183	\$ 3,183	\$ 3,183	\$ 3,183	\$ 12,732	
Licenses/Fees/Permits	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000	\$ 1,545	\$ 1,545	\$ 1,545	\$ 1,545	\$ 1,545	\$ 6,180	\$ 1,590	\$ 1,590	\$ 1,590	\$ 6,360	
Business Property Rent	\$ 6,900	\$ 6,000	\$ 6,000	\$ 6,000	\$ 24,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 36,000	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 54,000	
Sales & Marketing	\$ 600	\$ 600	\$ 600	\$ 600	\$ 2,400	\$ 618	\$ 618	\$ 618	\$ 618	\$ 2,472	\$ 636	\$ 636	\$ 636	\$ 636	\$ 2,544	
Telephone and Communications	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000	\$ 1,545	\$ 1,545	\$ 1,545	\$ 1,545	\$ 1,545	\$ 6,180	\$ 1,590	\$ 1,590	\$ 1,590	\$ 6,360	
Gas	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 15,600	\$ 7,800	\$ 7,800	\$ 7,800	\$ 7,800	\$ 31,200	\$ 11,700	\$ 11,700	\$ 11,700	\$ 11,700	\$ 46,800	
Utilities	\$ 600	\$ 600	\$ 600	\$ 600	\$ 2,400	\$ 618	\$ 618	\$ 618	\$ 618	\$ 2,472	\$ 636	\$ 636	\$ 636	\$ 636	\$ 2,544	
<b>Total Fixed Business Expenses</b>	<b>\$ 24,300</b>	<b>\$ 24,300</b>	<b>\$ 24,300</b>	<b>\$ 24,300</b>	<b>\$ 97,200</b>	<b>\$ 33,816</b>	<b>\$ 33,816</b>	<b>\$ 33,816</b>	<b>\$ 33,816</b>	<b>\$ 135,264</b>	<b>\$ 44,835</b>	<b>\$ 44,835</b>	<b>\$ 44,835</b>	<b>\$ 44,835</b>	<b>\$ 179,340</b>	
<b>Earnings Before Interest/Taxes (EBIT)</b>	<b>\$ (51,279)</b>	<b>\$ (41,829)</b>	<b>\$ (45,270)</b>	<b>\$ (35,820)</b>	<b>\$ (174,198)</b>	<b>\$ (43,089)</b>	<b>\$ (29,139)</b>	<b>\$ (32,961)</b>	<b>\$ (23,511)</b>	<b>\$ (128,700)</b>	<b>\$ (19,827)</b>	<b>\$ 32,373</b>	<b>\$ 70,911</b>	<b>\$ 133,911</b>	<b>\$ 217,368</b>	
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Earnings Before Income Tax</b>	<b>\$ (51,279)</b>	<b>\$ (41,829)</b>	<b>\$ (45,270)</b>	<b>\$ (35,820)</b>	<b>\$ (174,198)</b>	<b>\$ (43,089)</b>	<b>\$ (29,139)</b>	<b>\$ (32,961)</b>	<b>\$ (23,511)</b>	<b>\$ (128,700)</b>	<b>\$ (19,827)</b>	<b>\$ 32,373</b>	<b>\$ 70,911</b>	<b>\$ 133,911</b>	<b>\$ 217,368</b>	
Income Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,094	\$ 13,974	\$ 26,574	\$ 42,642	
<b>Other Expenses</b>																
Amortized Start-up Expense	\$ 13,812	\$ 13,812	\$ 13,812	\$ 13,812	\$ 55,248	\$ 13,812	\$ 13,812	\$ 13,812	\$ 13,812	\$ 55,248	\$ 13,812	\$ 13,812	\$ 13,812	\$ 13,812	\$ 55,248	
Depreciation	\$ 1,035	\$ 1,035	\$ 1,035	\$ 1,035	\$ 4,140	\$ 1,035	\$ 1,035	\$ 1,035	\$ 1,035	\$ 4,140	\$ 1,035	\$ 1,035	\$ 1,035	\$ 1,035	\$ 4,140	
<b>Net Income/Loss</b>	<b>\$ (66,126)</b>	<b>\$ (56,676)</b>	<b>\$ (60,117)</b>	<b>\$ (50,667)</b>	<b>\$ (57,936)</b>	<b>\$ (233,586)</b>	<b>\$ (57,936)</b>	<b>\$ (43,986)</b>	<b>\$ (47,808)</b>	<b>\$ (38,358)</b>	<b>\$ (188,088)</b>	<b>\$ (34,674)</b>	<b>\$ 15,432</b>	<b>\$ 42,090</b>	<b>\$ 92,490</b>	<b>\$ 115,338</b>



## Comida: Gourmet the Simple Way!

### Balance Sheets: 2020-2022

	<u>End of 2020</u>	<u>End of 2021</u>	<u>End of 2022</u>
<b>Assets</b>			
<b>Current Assets</b>			
Cash	80,296	5,090	335,569
Accounts Receivable	-	-	-
Inventory	6,500	6,500	6,500
Prepaid Expenses	103,333	51,667	-
Other Current	7,167	3,583	-
<b>Total Current Assets</b>	<b>197,296</b>	<b>66,840</b>	<b>342,069</b>
<b>Fixed Assets</b>			
Purchased Land	-	-	-
Purchased/Constructed Buildings	-	-	-
Leasehold Improvements	10,000	10,000	10,000
Equipment	5,000	5,000	5,000
Furniture and Fixtures	10,000	10,000	10,000
Vehicles	-	-	-
Other Fixed Assets	-	-	-
<b>Total Fixed Assets</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Less: Accumulated Depreciation</b>	<b>4,143</b>	<b>8,286</b>	<b>12,429</b>
<b>Total Assets</b>	<b>218,153</b>	<b>83,554</b>	<b>354,640</b>
<b>Liabilities and Owners' Equity</b>			
<b>Liabilities</b>			
Accounts Payable	-	-	-
Loan Payable	88,619	76,384	63,232
Mortgage Payable	-	-	-
Credit Card Debt	-	-	-
Vehicle Loans	-	-	-
Other Bank Debt	-	-	-
<b>Total Liabilities</b>	<b>88,619</b>	<b>76,384</b>	<b>63,232</b>
<b>Owners' Equity</b>			
Common Stock	361,000	361,000	361,000
Retained Earnings	(231,466)	(353,830)	(69,591)
Dividends Dispersed	-	-	-
<b>Total Owners' Equity</b>	<b>129,534</b>	<b>7,170</b>	<b>291,409</b>
<b>Total Liabilities and Owners' Equity</b>	<b>218,153</b>	<b>83,554</b>	<b>354,640</b>



	Cash Flows 2020-2022											
	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22	4Q22
<b>Cash Inflows:</b>												
Income From Sales	\$66,840	\$84,930	\$96,990	\$120,645	\$159,450	\$190,530	\$205,500	\$223,065	\$322,800	\$417,600	\$556,400	\$622,200
Total Cash Inflows	<b>\$66,840</b>	<b>\$84,930</b>	<b>\$96,990</b>	<b>\$120,645</b>	<b>\$159,450</b>	<b>\$190,530</b>	<b>\$205,500</b>	<b>\$223,065</b>	<b>\$322,800</b>	<b>\$417,600</b>	<b>\$556,400</b>	<b>\$622,200</b>
<b>Cash Outflows:</b>												
<i>Investing Activities</i>												
Cost of Sales	\$19,950	\$25,260	\$29,040	\$35,685	\$47,850	\$56,610	\$61,050	\$66,105	\$96,000	\$124,200	\$150,900	\$184,800
<i>Operating Activities</i>												
Staffing Plan	\$76,230	\$76,230	\$88,314	\$88,314	\$108,045	\$121,317	\$121,317	\$158,754	\$158,754	\$172,419	\$172,419	\$172,419
Fixed Business Expenses	\$24,300	\$24,300	\$24,300	\$24,300	\$36,288	\$36,288	\$36,288	\$54,285	\$54,285	\$54,285	\$54,285	\$54,285
Taxes	-	-	-	-	-	-	-	\$2,272	\$15,603	\$23,302	\$41,694	\$41,694
Total Cash Outflows	<b>(\$120,480)</b>	<b>(\$125,790)</b>	<b>(\$141,654)</b>	<b>(\$148,299)</b>	<b>(\$192,183)</b>	<b>(\$200,943)</b>	<b>(\$218,655)</b>	<b>(\$223,710)</b>	<b>(\$309,039)</b>	<b>(\$352,842)</b>	<b>(\$400,906)</b>	<b>(\$453,198)</b>
<b>OVERALL CASH FLOW</b>												
	<b>(\$53,640)</b>	<b>(\$40,860)</b>	<b>(\$44,664)</b>	<b>(\$27,654)</b>	<b>(\$32,733)</b>	<b>(\$10,413)</b>	<b>(\$13,155)</b>	<b>(\$645)</b>	<b>(\$13,761)</b>	<b>\$64,758</b>	<b>\$195,494</b>	<b>\$169,002</b>



### APPENDIX III: Website Prototype Samples

995 Regent Dr.  
Boulder, CO 80309

f t p g

# Welcome to Comida!

Log In

---

Home Our Vision Menu Order Online Blog Contact Us Members



Waiting for cache...

Let's Chat! ^

3a: Comida's Home Page

995 Regent Dr.  
Boulder, CO 80309

f t p g

# Welcome to Comida!

Log In

---

Home Our Vision Menu Order Online Blog Contact Us Members



### About Comida

For some, food is an art. For others, it's a hassle. Here at Comida, our vision is to help college students and young adults find a way to eat healthy while simultaneously running their busy lives.

Let's Chat! ^

3b: Our Vision (About Us)

## King Soopers

Select and choose items from King Soopers [Sunrise center]

### French Baguette

Our famous French baguette, with olive oil & balsamic vinegar

\$4



### Spinach

Organic spinach showed as a salad sprinkled with parmesan & pine nuts

\$6



### ★ Zucchini

Oven roasted sweet potato, zucchini & carrot fries

\$4



### Tuna

Fresh tuna tataki, showed with sun gold cherry tomatoes & organic greens

\$10



### ★ Auberginen Rolls

Aubergine rolls showed stuffed with ricotta, tomatoes, scallions & nutmeg

\$9



Trader Joes

Let's Chat! ^

### 3c: Menu Items (Sample from our base, King Soopers)

King Soopers

King Soopers

Trader Joes

## King Soopers

Select and order food from King Soopers [Sunrise Center] to be delivered directly to your door.

My Order

[0 items]



Browse our menu and start adding items to your order

Subtotal \$0  
Tax \$0

+ Special requests

Online ordering unavailable

ORDER NOW >



### French Baguette

Our famous French baguette, with olive oil & balsamic vinegar



### Spinach

Organic spinach showed as a salad sprinkled with parmesan & pine nuts



### ★ Zucchini

Oven roasted sweet potato, zucchini & carrot fries



### 3d: Order Online



*3e: Blog: A place for members to share recipes, progress, or anything in between*



### Contact Us





Type your message here...

### Location & Hours

995 Regent Dr  
Boulder, CO 80309

Open Monday to Friday 8 am to 10 pm  
Saturday to Sunday 9 am to 11 pm

Local King Soopers (Sunrise Center)  
1650 30th St.  
Boulder, CO 80301  
(303) 443-9622

Submit

*3f: Contact Page: Created for anyone who is interested or has questions, comments, or concerns*

995 Regent Dr.  
Boulder, CO 80309



# Welcome to Comida!



Home

Our Vision

Menu

Order Online

Blog

Contact Us

Members

Log In to Connect With Members

View and follow other members, leave comments & more.

Log In

*3g: Login Page*

# Welcome to Comida!

Home

Our Vision

Menu

Order Online

Blog

Contact Us

Members

All members Sort by: Default



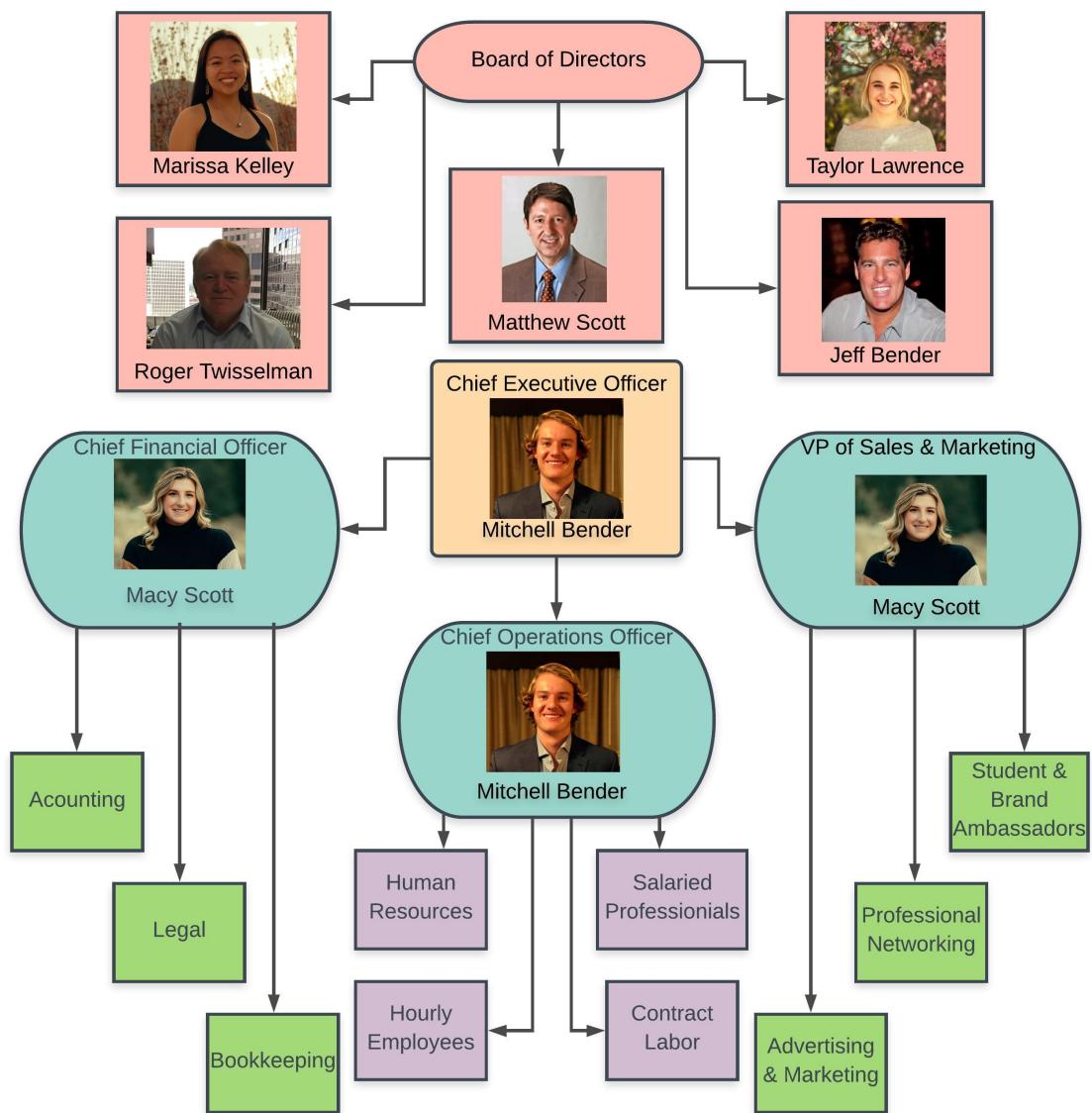
Find a member...

1

A member profile card for a user named 'comidaislyfe'. It features a blue placeholder profile picture. Below the name is a small gold crown icon. Underneath the name, it shows '0 Followers' and '0 Following'. At the bottom is a button labeled 'My Profile'.

*3h: Member Page: Used for past purchases, recipes, plans, etc.*

## APPENDIX IV: Organization Chart



# Mitchell Bender

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## Education

### BACHELOR OF ECONOMICS | UNIVERSITY OF COLORADO BOULDER | DECEMBER 2018

- Major: Economics with an emphasis in Environment
- Minor: Spanish & Global Business (Leeds School of Business)
- Related coursework: Natural Resource Economics, Environmental Economics, Business Solutions in the Developing world

## Experience

### LEEDS SCHOOL OF BUSINESS | BOULDER, CO | DEC 2017 - PRESENT

#### *Welcome Desk Attendant*

- Executive Experience Specialist- Help organize and greet On-Campus visitors and guest-speakers for the Leeds School of Business
- Facilitate the daily functions and answer general questions in relevance to the Leeds School of Business

### PURE WATERSPORTS | DANA POINT, CA | SUMMER 2017

#### *Dock Representative*

- Informed customers of key safety information when renting (kayaks, jet skis, surfboards, etc.)
- Helped at customer service desk when necessary enhancing communication skills

## Leadership and Activities

### THETA XI FRATERNITY | BOULDER, CO | SPRING 2017 - FALL 2017

#### *Academic Chairman, Executive Board (Member since Fall 2015)*

- Responsible for the Academic success of the Theta Xi Alpha Eta Chapter

### LIFE-ROLLS-ON | VENICE BEACH, CA | SUMMER 2014

#### *Volunteer*

- Adaptive surfing events for quadriplegic and paraplegic participants
- Water patrol - Ensured the safety of surfers and other volunteers in the crash zone of the ocean

### BEST DAY FOUNDATION | DANA POINT, CA | SUMMER 2014

#### *Volunteer*

- Adaptive surfing events for autistic children
- Surfing partner – supervised volunteers and participants in case of emergencies



# Macy Scott

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## Education

### BACHELOR OF SCIENCE | UNIVERSITY OF COLORADO BOULDER | MAY 2020

- Major: Chemical and Biological Engineering
- Minor: Global Business (Leeds School of Business)
- Related coursework: Applied Mathematics, Social Entrepreneurship & Innovation, Professional Business Development

## Experience

### CU ENGINEERS WITHOUT BORDERS GUATEMALA | BOULDER, CO | SUMMER 2017

#### *International Project Manager*

- Steered implementation team on international project to assess and design a sustainable, clean water system for a developing community in rural Guatemala.
- Facilitated on-site collection of system data necessary to evaluate water distribution line, storage, and sanitation using land surveying, GIS technology and drone mapping.
- Conducted project impact analysis, through bilingual interviews with local stakeholders.
- Developed and managed project artifacts including medium and long-range timelines, objectives, deliverables, budget, technical requirements, international risk assessment and emergency protocol.
- Serving as CU Guatemala International Project Manager, while continually improving team's project planning, in-country partnerships, member recruitment and donor outreach.
- Appointed CU Lead Liaison, responsible for preparing reports, project status and change information for the National Engineers Without Borders Organization.

### LEEDS SCHOOL OF BUSINESS STUDY ABROAD | BOULDER, CO | SPRING 2018

#### *Project Manager*

- Directed student team to create a new financial accounting system, which empowered Panamanian villagers to raise & manage funds needed for critical infrastructure projects.
- Nominated by CU faculty for *Education Abroad Student of the Year* award, based on exceptional leadership and professionalism during global seminar project.

## Leadership and Activities

### LEEDS SCHOOL OF BUSINESS | BOULDER, CO | FALL 2018 - PRESENT

#### *Professional Mentor Program*

- Collaborate with industry mentor to find internship opportunities and learn about career opportunities after graduation

### SOCIETY OF WOMEN ENGINEERS | BOULDER, CO | FALL 2016 – PRESENT

#### *Society Member*

- Participate in weekly activities including community outreach, speaker panels, and networking



# Taylor Lawrence

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## Education

### BACHELOR OF SCIENCE | UNIVERSITY OF COLORADO BOULDER | DECEMBER 2018

- Major: Information Science
- Minor: Entrepreneurial Business (Leeds School of Business)
- Related coursework: Information Exploration, Online Communities, Information Visualization

## Experience

### NATIONAL CENTER FOR WOMEN & INFORMATION TECHNOLOGY | BOULDER, CO | MAY 2018- PRESENT

#### *NCWIT Intern*

- Focused on re-designing NCWIT Tracking Tool by creating different charts to represent data to users
- Collaborating with NCWIT team to get feedback and input as the main stakeholders critical to the project
- Some exposure to Drupal, an open source content management framework written in coding language PHP

### INFORMATION SCIENCE DEPARTMENT | BOULDER, CO | AUGUST 2017- DECEMBER 2017

#### *Group Project in Information Science course 'Design, Creativity & Learning'*

- Created and designed workshop sessions offered to CU students while offering support and assistance to students who attended
- Practiced visualizing large datasets using multiple tools including Tableau and Excel Pivot tables

## Leadership and Activities

### INFORMATION SCIENCE DEPARTMENT | BOULDER, CO | AUGUST 2017- DECEMBER 2017

#### *Peer Mentor*

- Assisted students in the introductory Information Science course by helping them understand assignments and answer any questions they had throughout the course
- Collaborated with other peer mentors and professor to create a welcoming environment while learning how to better assist students with the coursework

### INFO BUFFS | BOULDER, CO | APRIL 2018 - PRESENT

#### *Founding and active member*

- Organize regular community events for community members interested in data science
- Assist in delivering workshops to engage students in working with data



# Marissa Kelley

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## Education

### BACHELOR OF SCIENCE | UNIVERSITY OF COLORADO BOULDER | MAY 2020

- Major: Information Science
- Minor: Global Business (Leeds School of Business)
- Certificates: International Media and Technology, Arts & Media
- Related coursework: Applied Machine Learning, Information Exploration, Online Collaboration

## Experience

### INFORMATION SCIENCE DEPARTMENT | BOULDER, CO | JANUARY 2018 - PRESENT

#### *Research Intern*

- Coordinate with graduate students and professors to maintain a positive environment
- Researching how social media has depicted refugees during Europe's migration crisis through September 2015-November 2015 as well as the present day
- Update and maintain the lab's website while attending weekly meetings with the professors

### YMCA CAMP ORKILA | EASTSOUND, WA | SUMMER 2018

#### *Sea Kayak Instructor*

- Planned and organized trip routes, logistics and activities with a co-leader to ensure a positive and fulfilling summer camp experience for teen campers
- Facilitated the learning of outdoor skills during the course while ensuring both a physically and emotionally safe environment for all participants and instructors

## Leadership and Activities

### DREAM TEAM BHANGRA | BOULDER, CO | AUGUST 2016 - PRESENT

#### *Dancer and Captain*

- Dedicate 6+ hours per week to scheduling, team bonding, choreography, practices, and performances while maintaining a full course-load
- Collaborate with other captains to create a positive and empowering environment for all dancers on the team and share the passion of the Bhangra dance style throughout the state of Colorado

### INFO BUFFS | BOULDER, CO | JANUARY 2018 - PRESENT

#### *President and founding member*

- Create a warm and welcoming environment to encourage students to pursue an interest in technology, coding, and computer skills as well as promote the major
- Collaborate with information science professors, the center for student involvement, and current and prospective students on workshops and presentation



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