

Objective

We would like to get started as a platform for tutoring disabled kids but would like to eventually expand into areas like legal, healthcare, consulting and jobs training. We would like E2K to be an end to end platform catering to all the needs of disabled kids.

Vision

Make E2K a one-stop-shop for all disabled kids and their parents. We would like to:

1. Make it easy for parents to onboard their kids
2. Make it easy for teachers and other service providers (health-care, legal etc.) to find students and vice-versa
3. Make search location (geography)-agnostic through the power of technology
4. Hire the best service professionals (teachers, healthcare professionals, etc.) and not lower the bar of hiring. We would like to revisit this Vision every 2 years to make sure we are on track with our features.

Strategy

We want to eventually find Product/market fit hypothesis, first for a smaller segment of our target audience and eventually for all disabled kids. The following sections detail our strategy.

1. Target audience:
We would like to initially target parents of kids with learning disabilities. The addressable market of all disabled humans is very large so we would like to start with a smaller subset - learning disabled kids and expand our audience once we are successful in this segment.
2. Problems being solved:
We are tackling the following problems through the platform- education, legal, healthcare, consulting services and jobs training. Our initial focus is education which will be our MVP. More details below:

Phase 1: Education

Feature	More details/Prerequisites	Timeline
Version 0: Platform where kids/parents and teachers can communicate	Bare-bones website with just basic functionality deployed to aws	September 20, 2019
Version 1: Clean-up after chatting with mentor, customers	Fine-tune UX, design after discussion with mentor, Allie, customers (stakeholders)	October 20, 2019
Version 2: On-board tutoring tools	On-board tutoring tools	November 20, 2019 (Thanksgiving :))

Version 3: Fine tune On-board tutoring tools + try to acquire funding	After discussion with stakeholders	December 25, 2019 (Christmas :))
Version 4: Buy domain, on-board payments (stripe), separate out front-end and back end, scale up (more customers)	Incremental over a few weeks	February 2, 2020 (birthday :))
Version 5: New channels (SEO, social media, google analytics)	Scale up :)	March 2, 2020
Version 6: Game platforms Stage 1 (3 months) Market research Stage 2 (3-6 months) Prototyping Stage 3 (3-6 months) Beta Testing Stage 4 (3 months) Implementation	Strategic differentiation	Christmas, 2021

Phase 2: Legal

We would like the platform to help provide legal services for disabled kids and their parents. We plan to do this by on-boarding lawyers into the platform once we have established traction with education.

Phase 3: Healthcare

We would like the platform to provide healthcare service to disabled kids. There are occupational/physical therapists who are specialized in catering to special needs kids and we would like to on-board them into the platform. This effort would also involve integrating health insurance into the system.

Phase 4: Consultative Services

Disabled kids need support (counseling, community etc.) and we would like to provide this by integrating non-profits, counselors and related community organizations into the platform.

Phase 5: Jobs Training

There are several policies currently in place to incentivize disabled kids to enter the job market but we think there is not enough awareness. We would like to document these in a blog. We would also like to train these kids for interviews.

Value proposition

- We promise to cater to all kids with disabilities and make the teacher selection process bar very high.
- Disabled kids have difficulty learning through traditional teaching methodologies so we would like to incorporate tools like gamification and visualized learning to make this easier.

Strategic differentiation

1. Specializing in tutoring for kids with special needs.
2. Having the best customer service on the market.
3. Gamification and usage of technology to simplify the learning process.

Competition

1. VarsityTutors (<https://www.varsitytutors.com/>) is one of our closest (direct) competitors. They however don't have many customers who are disabled kids.
2. There is indirect competition (TeachMate365, GingerTiger, etc.) but they work on specific disabilities.

Acquisition strategy

- a. We will be using the following channels: Social media, word of mouth, expedia, SEO.
- b. For the purpose of making sure we are on track, we first need to calculate the cost of acquisition per customer, then calculate the lifetime value of customer and then validate and make sure $LTV > \sim 3 \text{ CAC}$.

Monetization strategy

	2019	2020	2021	2022	2023	2024
Revenue	\$ -	\$ 260,000	\$ 390,000	\$ 520,000	\$ 1,040,000	\$ 1,300,000
Less: COGS (35% of Rev)	\$ -	\$ 91,000	\$ 136,500	\$ 182,000	\$ 364,000	\$ 455,000
Gross Profit	\$ -	\$ 169,000	\$ 253,500	\$ 338,000	\$ 676,000	\$ 845,000
Operating Expenses:						
R&D	\$ 30,000	\$ 40,000	\$ 50,000	\$ 70,000	\$ 100,000	\$ 200,000
SG&A	\$ 40,000	\$ 40,000	\$ 60,000	\$ 80,000	\$ 160,000	\$ 200,000
Insurance Expenses	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 25,000
Advertising Expense	\$ 10,000	\$ 20,000	\$ 30,000	\$ 50,000	\$ 75,000	\$ 125,000
Total Operating Expenses	\$ 90,000	\$ 115,000	\$ 155,000	\$ 215,000	\$ 355,000	\$ 550,000
Income Before Income Tax	\$ (90,000)	\$ 54,000	\$ 98,500	\$ 123,000	\$ 321,000	\$ 295,000
Income Tax (21%)	\$ (18,900)	\$ 11,340	\$ 20,685	\$ 25,830	\$ 67,410	\$ 61,950
Net Income	\$ (71,100)	\$ 42,660	\$ 77,815	\$ 97,170	\$ 253,590	\$ 233,050

Kids with Disabilities	10,000,000		
Student Plan		Hours	Teachers Pay
Intermediate Plan	\$ 260	4	\$30
Bronze Plan	\$ 480	8	\$30
Silver Plan	\$ 600	12	\$30
Gold Plan	\$ 700	16	\$30
*Per Month			
	%	Student Pop	1 teacher per every 3 Students
Year 1	0.01%	1000	333
Year 2	0.015%	1500	500
Year 3	0.02%	2000	667
Year 4	0.04%	4000	1333
Year 5	0.05%	5000	1667

KPI's

Our key performance indicators are revenue, customer count and NPS (Net Promoter Score). Customer count is the most important metric out of the three.

We have picked 3 areas of innovation/ best practices to focus on- Customer service, specialization/boutique service and technology (games)

Design:

We would like our platform to be useful, usable and delightful. Here is our approach towards achieving this:

1. Usefulness

This can be accomplished by customer research. We have a survey with a series of useful questions which we intend to ask our target audience (parents of disabled kids) to justify the need for the platform

2. Usability

This can be done through usability studies which measures the ease of use of the platform. This is critical especially in the area of special need kids where studies have shown that disability may affect people's propensity to learn new tools and technologies.

3. Delightful experience

We intend to do this by picturing the psychological profile of the end user and develop personas. These personas can be categorized in various ways (eg. male/female, old/young etc.) which will be determined through our surveys and other customer research tools. We would also like to put the customer at the center of our design - we believe customer interaction will help us separate out delightful UX from just useful UX. Net promoter score (post launch) will also help with this.

Execution:

We intend to execute iteratively and will use agile methodology in scoping out and delivering features. We will initially define our goals for the feature, validate through customer feedback and iterate through feature (software) development. We will have constant retrospectives within the team to learn from our mistakes, continuously grow and also avoid feature creep.