



Business Plan

[REDACTED], LLC.

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Executive Summary

Mission: To provide a safe space to play Pokémon and tabletop games, by offering a welcoming, knowledgeable, and fair environment. Our whole purpose is founded in integrity and growing a community. We do this through beliefs of inclusiveness, equity, and openness. Educating young people, and helping them grow is what it's all about.

Vision: To become the hub of the Pokémon world in the United States. A warm and comfortable space for marginalized communities, casuals and competitive players, and card collectors alike. In the long-term, [REDACTED] will have been the pioneer for the growth and development of the Pokémon card game community.

Product/Service	Unique, welcoming space for Pokémon and tabletop game enthusiasts to buy cards and/or participate in events
Leadership	Guided by owner [REDACTED]'s emphasis on inclusiveness, fun, and community growth
Overall Industry	Resurging demand for Pokémon cards and appreciation for connection since the pandemic foster growth
Competitors	[REDACTED] stands out with its focus on fostering a vibrant Pokémon community, something no one else does
Financial Status	Growing revenues, decreasing marginal costs
Future Plans	Expanding reach and offerings, continuing to innovate within the Pokémon gaming community

Business Description

Company Description

[REDACTED], LLC has been a haven for Pokémon enthusiasts in Washington since its establishment in 2020 at the heart of Seattle's [REDACTED]. As the first and only Pokémon-focused gaming store in the state, [REDACTED] provides its customers with a vast array of trading cards, plushies, and other merchandise. Beyond retail [REDACTED] leads after school enrichment programs focusing on learning the Pokemon Trading Card Game. The store also hosts weekly in-person tournaments where players can compete against others and win prizes. The owner, [REDACTED], had a passion for the Pokémon Trading Card Game (TCG) and wanted to create a space where like-minded individuals could come together and enjoy the game.

Products & Services

Retail Sales	Pokémon Trading Card Game sealed product and single cards
After School Program	Aimed at elementary school children (ages 7-12) and teaches them how to play the Pokémon TCG in 10 sessions, offered quarterly

Target Customer Base

The customer segments for the business include young children, Pokémon enthusiasts, casual gamers, league players, card collectors, fans of other trading card games and role-playing games, and board game players. Key partners for the business include [REDACTED], [REDACTED], [REDACTED], Shopify, and the local community of Pokémon enthusiasts. Despite the pandemic, [REDACTED] has grown due to the popularity of the Pokémon TCG and its commitment to customer service.

Industry & Competitors

Local competitors include Zulu's in [REDACTED], Shane's in [REDACTED], [REDACTED] with locations in [REDACTED]/Seattle and [REDACTED], and to a lesser extent, [REDACTED] in Queen

Anne/Seattle, and [REDACTED] in North Seattle/[REDACTED]. Despite the presence of these competitors, there are no Pokémon-exclusive or focused stores in the area, giving [REDACTED] a significant competitive edge. This unique positioning allows [REDACTED] to stand out and drive its core competency, attracting Pokémon enthusiasts and establishing itself as the go-to destination for Pokémon TCG enthusiasts in the region.

Team Experience & Competitive Advantage

Multiple employees are high-performing competitive players, including [REDACTED], who has coached [REDACTED], [REDACTED]'s son, to win multiple regional and international championship titles. No other LGS offers coaching services from professional players, which further reinforces the depth and breadth of knowledge of Tabletop's employees.

Market Analysis & Strategy

Target Customers

Families w/Children (ages 7-12)

Adult Men (ages 18-32) earning █K+/yr

Customer Pain Points

Families w/Children: General lack of Pokémon TCG education, awareness, and dedicated playing spaces for their children.

Adult Men: General lack of a wide selection and availability of rare collectibles. Inadequate dedicated TCG playing spaces.

Meeting Target Customer Needs

After School Program: Pokémon can be a fairly complex game, but kids are deeply engaged in the story and creature designs, and revel in the chance to get rare cards by opening booster packs. When kids are that invested in something, they naturally want to learn more and the learning process doesn't feel like "learning" in the same way school does. █ provides the space for kids to play Pokémon how they want in a space they are familiar with, but also teaches them how to play the Pokémon Trading Card game in a fun and engaging way that reinforces skills taught in school, including math, reading comprehension, logic, and critical thinking.

Card Collecting & Competitive/Casual Play: The majority of trading card game stores focus on Magic: The Gathering while all other TCGs are secondary. █ provides the largest brick-and-mortar inventory of Pokémon singles for collectors, casuals, and competitive players alike, spanning the history of the game from 1999 to now. █ also offers coaching services that are uniquely tailored to the individual's needs, goals, abilities, and level of play; and hosts both weekly grassroots tournaments and officially sanctioned tournaments.

Addressable Markets

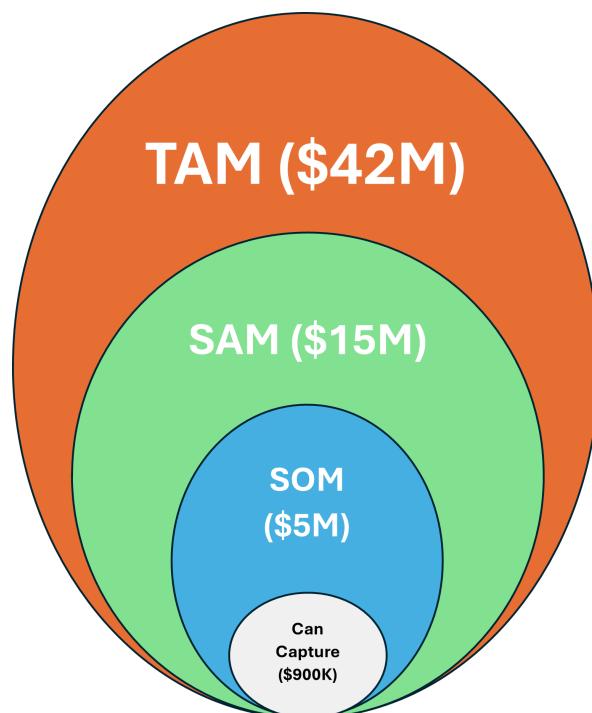
Total Addressable Market (TAM) - Approximate Total Population in a given market.

Serviceable Addressable Market (SAM) - Approximate Total Population within a 5 mile radius of the [REDACTED] in a given market.

Serviceable Obtainable Market (SOM) - Approximate number of Kids (ages 7-12) and Adult Men (ages 18-32) earning [REDACTED] K+/yr within a 5 mile radius of the [REDACTED] in a given market (See Appendix I1- K4).

	Seattle	Denver
Total Addressable Market (TAM)	749,267 people	713,252 people
Serviceable Addressable Market (SAM)	~285,725 people	~249,194 people
Serviceable Obtainable Market (SOM)	~81,428 people	~85,647 people
Target #1	~38,069 Kids	~62,221 Kids
Target #2	~43,359 Adult Men	~23,426 Adult Men
Customers	14,582 (actual) (2023)	~15,337 (potential) (2024)
% of SOM Serviced	~[REDACTED] of obtainable market	

Denver Market Size (\$)



External Environment Analysis

PESTLE

The PESTLE analysis for [REDACTED] reveals a strong local economy and access to capital in Seattle, but it faces challenges like high operating costs and potential impacts from gentrification. Additionally, the rising popularity of online gaming platforms poses a threat to its predominantly in-store sales model, highlighting the need for adaptation while ensuring compliance with legal requirements such as Pokémon product licensing.

Porter's Five Forces

In a Porter's Five Forces analysis, [REDACTED] faces moderate threats from new entrants and substitutes, but its unique customer experience and established reputation act as barriers. Competitive rivalry is also moderate, with online retailers posing a significant threat, countered by its focus on customer loyalty and unique experience. While customers hold moderate bargaining power, Tabletop's emphasis on relationships and loyalty mitigates this. Lastly, Tabletop benefits from low bargaining power of suppliers due to its diversified procurement strategy, allowing for better prices and reducing supplier influence.

Industry Analysis

The trading card games industry demonstrates significant market growth, with the US trading card game sales, including Pokémon TCG, reaching [REDACTED] billion in 2020. Despite the dominance of Magic the Gathering, Pokémon TCG holds a considerable market share at [REDACTED], appealing primarily to the 18 to 34 age group. In contrast, the hobby, toy, and game stores industry faces challenges from mass merchants and e-commerce platforms, yet specialty stores like [REDACTED] can capitalize on unique offerings and strong online presence to remain competitive and tap into the industry's [REDACTED] billion revenue potential.

The above analyses can all be found under Appendix A through C; however, the SWOT Analysis summarizes the key findings below.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Only Pokémon-themed local gaming store in Washington State Strong brand loyalty stemming from customer care, passionate staff, & volunteer support Ample space in current building for tournaments, live streaming, and more 	<ul style="list-style-type: none"> Imminent move from current location - lease ending High operation costs
Opportunities	Threats
<ul style="list-style-type: none"> Expand reach, and teach younger children to play with after school programs Prioritizing a family centric atmosphere around learning, community, and tournaments. 	<ul style="list-style-type: none"> Competition from online sellers with low prices due to less overhead costs General card game and tabletop game stores that also offer Pokémon cards Rising expenses (high cost of living) Moderate threats from new entrants, substitutes, & buyers' bargaining power

The SWOT Analysis shows how [REDACTED], as the sole Pokémon-themed local gaming store in Washington State, enjoys strong brand loyalty and ample space for events. However, challenges such as an impending move, high operational costs, competition from online sellers, and rising expenses threaten its market position and financial sustainability, while opportunities lie in expanding reach through after-school programs and fostering a family-centric atmosphere.

Marketing & Sales Plan

Anticipated Marketing & Promotion Strategies

██████████ plans to enhance its marketing and promotion efforts primarily through social media platforms like Instagram and TikTok, leveraging collaborations with popular content creators on TikTok and Twitch to expand its reach. Additionally, Tabletop aims to increase visibility by sponsoring top players at major events. While the current strategy involves direct outreach to schools in King County through cold-calling and emailing, ██████ seeks to diversify its approach and tap into the broader online gaming community for greater exposure.

Sales & Pricing Strategies

Sales: ██████ aims to boost sales by bundling old products with new offerings, encouraging customers to explore a wider range of items. Additionally, the company plans to maintain strong and consistent messaging across all social media platforms to engage with its audience effectively.

Pricing: For sealed products, ██████ will adhere to manufacturer's suggested retail prices (MSRP), ensuring fairness for customers. Singles pricing will be aligned with rates on TCGPlayer.com, offering competitive prices based on the lowest available rates for similar quality items. The after-school program will charge ██████ per session per person, with an estimated 10 sessions per quarter/semester. Subscription boxes will be considered to liquidate slower-moving inventory, while highlighting rare items to maintain perceived value.

Customer Value Proposition

██████████'s after school program introduces elementary-school aged kids to the Pokémon Trading Card Game and provides a brick-and-mortar location to continue growing their collection and/or competitive skills. Effectively, we recruit our own life-long customers in the school and potentially engage their parents/teachers as well.

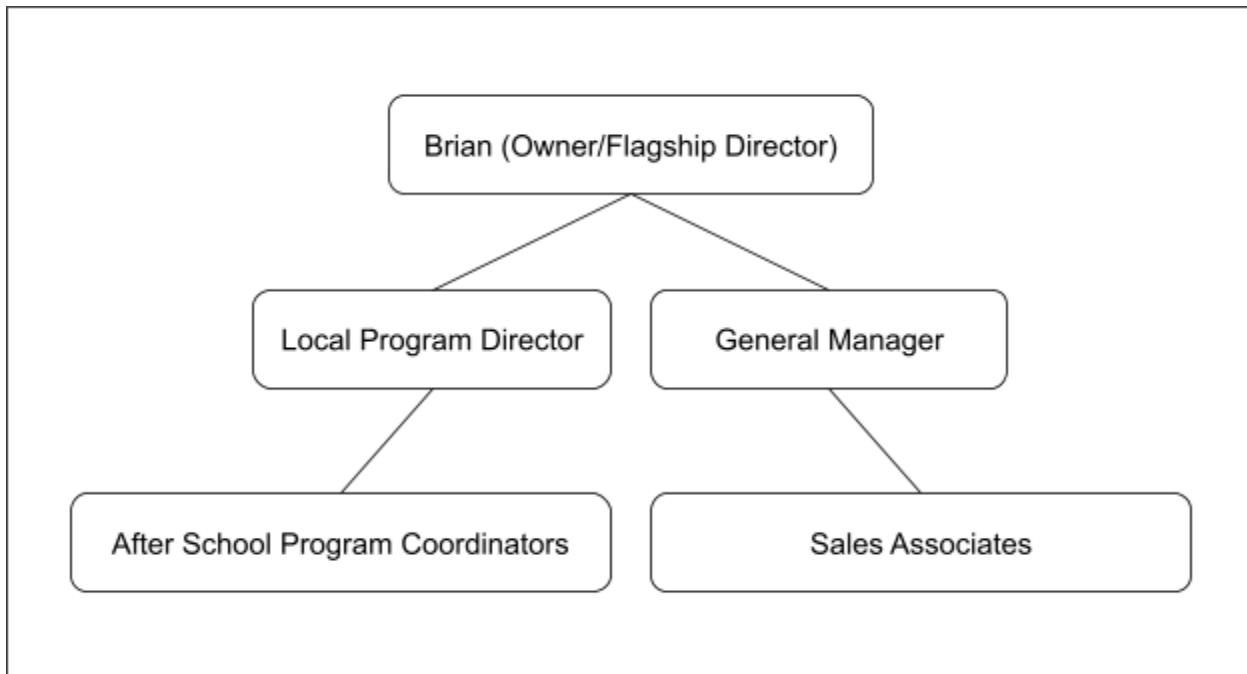
Specializing in Pokémon products ensures the larger community has access to older, rare collectable cards and newer, competitive cards without having to buy sealed products or potentially wait a week to ship a single card from a store across the country. Furthermore,

Tabletop offers coaching services for all levels of competitive players and is actively engaged in the local community by providing an after school program that teaches elementary school-aged kids the fundamentals of the competitive Pokémon Trading Card Game. The knowledge and passion for Pokémon runs deep in every employee, and the genuine commitment to growing a diverse community has been and continues to be integral to the success of [REDACTED].



Management & Organization

Organizational Chart



Get to Know [REDACTED]

[REDACTED] JL Myers is a dynamic entrepreneur based in Seattle, Washington. With over a decade of experience in various industries, [REDACTED] excels at fostering inclusive communities, driving sales, and developing innovative strategies. As the small business owner of [REDACTED] since its opening in February 2020, [REDACTED] has created a safe space for Pokémon and tabletop game enthusiasts, emphasizing integrity, inclusiveness, and community growth. Prior to this, [REDACTED] held diverse roles including Salesperson at MacDonald Meat Company, LLC, and Executive Director of Purchasing, Strategic Partnerships, and more at Uli's Famous Sausage LLC, where he spearheaded initiatives ranging from sales and marketing to financial analysis and inventory management. [REDACTED]'s versatile skill set, coupled with his passion for fostering connections and driving success, make him a valuable asset in any endeavor he undertakes.

Products & Services

Product & Service Life Cycle

Below is a chart organizing the typical product/service life cycles of [REDACTED]'s offerings.

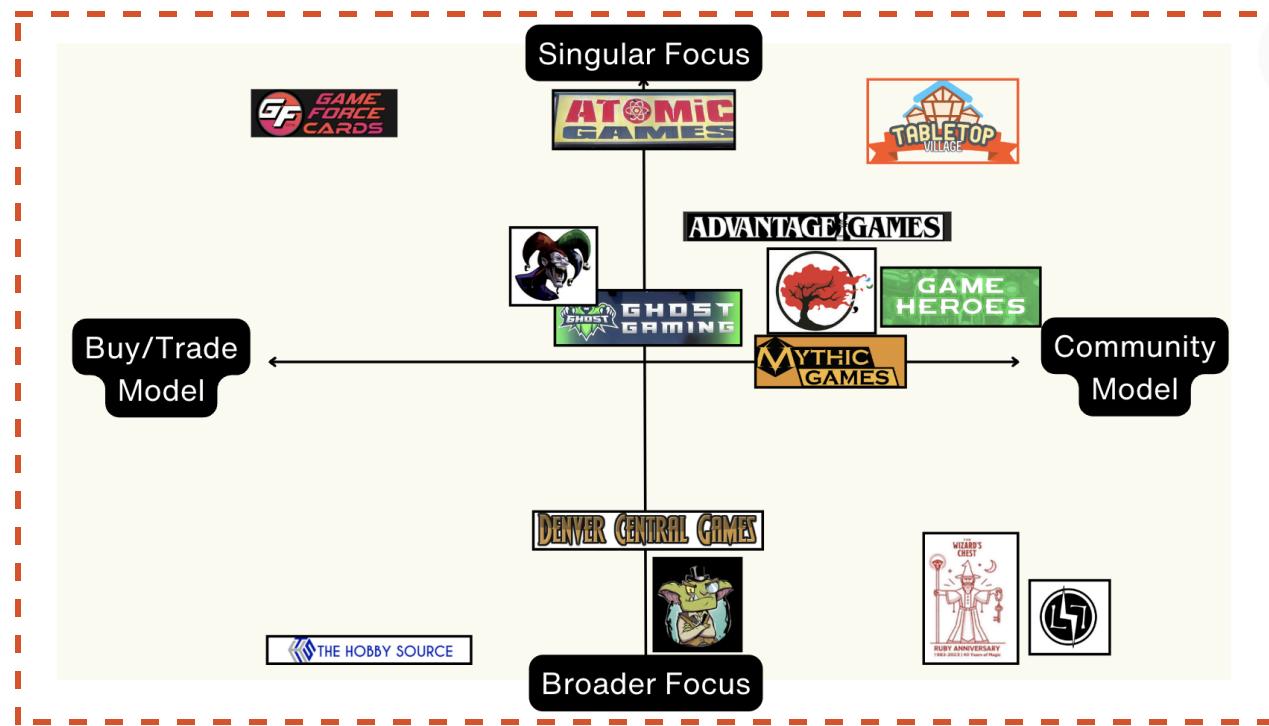
	Method of Obtaining/Manufacturing	How Long It Lasts
Sealed Product	<ul style="list-style-type: none">Manufactured by The Pokémon Company, InternationalSupplied to local game stores by various distributors	<ul style="list-style-type: none">New sealed product released by TPCi every quarter, with half sets released approximately biannually<ul style="list-style-type: none">Collectors highly anticipate these half sets.Highest interest typically within the first two to four weeks after release.<ul style="list-style-type: none">Demand can vary significantly between sets
Singles	<ul style="list-style-type: none">Customers trade in collectionsEmployees actively search for products at card shows, online marketplaces, etc.	<ul style="list-style-type: none">Most singles tend to turnover rapidlySome older/rare cards may sit in the store for a month or two before selling.
After School Program	<ul style="list-style-type: none">Curriculum and most educational materials are developed in-house, supplemented with currently available sealed product	<ul style="list-style-type: none">Approximately 10 sessions per quarter/semester. Should be offered consistently each term.

Competitor Analysis

A competitor analysis is an assessment of the strengths and weaknesses of a business's direct competitors and is meant to help businesses understand their competitive advantages. Below is a positioning map of [REDACTED] relative to TCG stores in the Denver area based on:

- Singular TCG focus or a wide variety of TCG/board games/etc.
- Community model focus through events or buy/trade model purely through sales

Positioning Map



While there are several established local game stores in Denver, each offering a range of gaming experiences, none match the dedication and specialized focus on building a cohesive and vibrant Pokémon community as effectively as [REDACTED]. With its unwavering commitment to providing a welcoming environment specifically tailored to Pokémon enthusiasts, [REDACTED] stands out as a beacon for fostering connections, sharing knowledge, and nurturing a sense of camaraderie among players of all skill levels.

Financial Assessment

The Financial Assessment analyzes the client's 2020-2023 income statements and balance sheets (see Appendix E), looking at commonly used industry ratios to determine the client's financial health.

Financial Ratios

Financial Ratios	Explanation of Ratio Metric	Industry*	
		2023	2023
Liquidity Ratios			
Current Ratio	████████ has enough short-term assets to cover liabilities	3.01	2.21
Quick Ratio	████████ is capable of paying off current liabilities without relying on inventory	0.43	0.55
Profitability Ratios			
Gross Margin	████████ earns █████ on each dollar of revenue and is effectively controlling its direct costs of selling its products	████	████
Return on Equity	████████ is generating significant return on the capital invested in the business	████	████
Efficiency Ratios			
Asset Turnover	████████ generates high level of sales relative to assets	8.63	4.52 days
Days Working Capital	████████ is effectively managing its working capital and not experiencing delays in collecting payments from customers	22.76	37.89 days

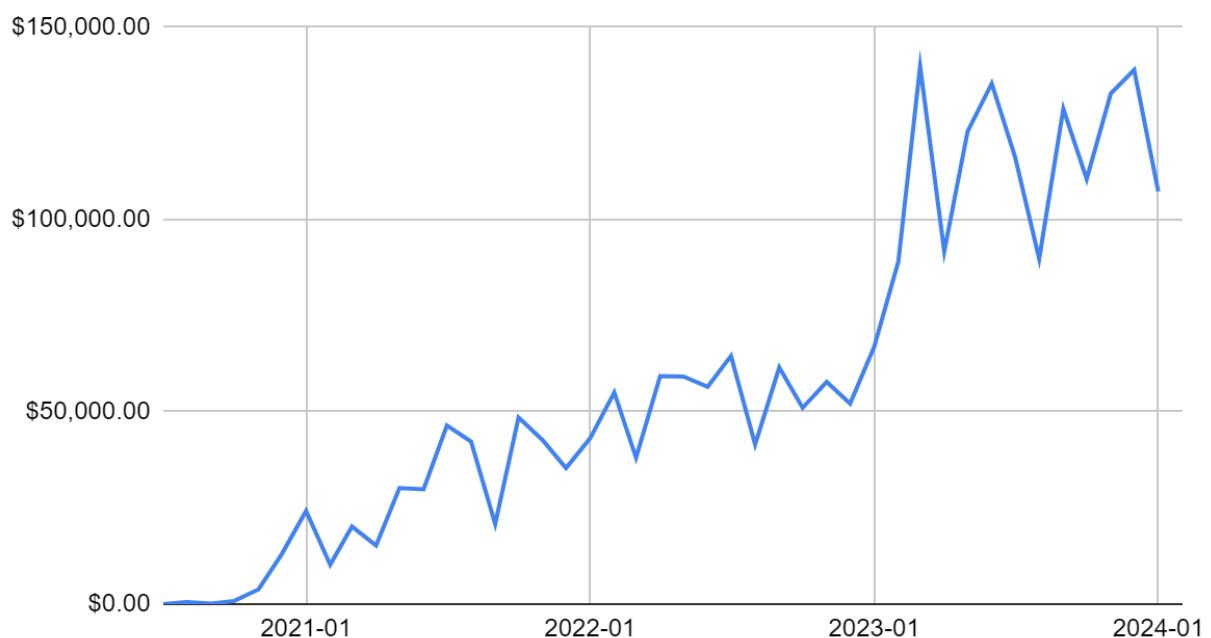
*Based on data from 80 firms in Hobby, Toy & Game Stores [NAICS: 459120] industry in the Seattle Metro area falling under the █████ - █████ sales class ([Bizminer](#)). See full financial ratio analysis in Appendix D.

Financial Metrics

Revenue

Itemized month-to-month total sales reveal increasing revenues and increasing marginal revenue growth with median monthly revenue growth at [REDACTED]. Over [REDACTED] M of revenue was earned over the course of 2023.

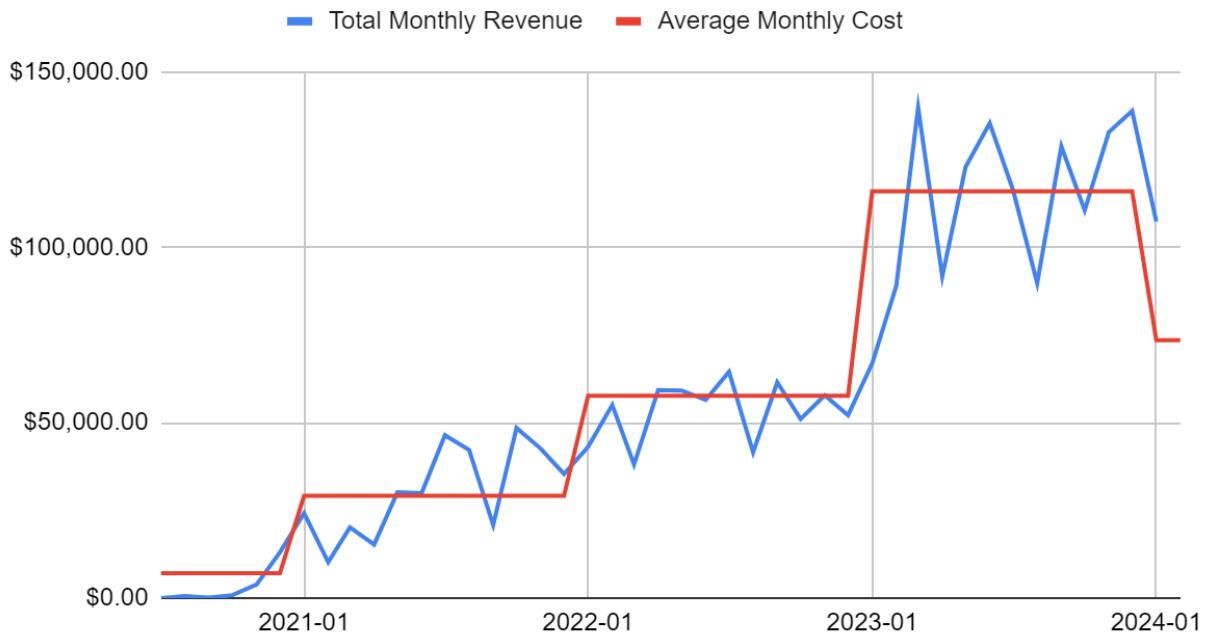
Total Monthly Revenue



Revenue against Costs

Spreading out yearly total costs (COGS + Expenses) across a monthly time frame demonstrates an increasing cost basis. Recent reduction in recurring costs, single-term expenses, and fronting inventory costs early has disproportionately increased 2023's total costs to [REDACTED] M ([REDACTED] per month) and decreased 2024's expected total annual costs to [REDACTED] ([REDACTED] per month).

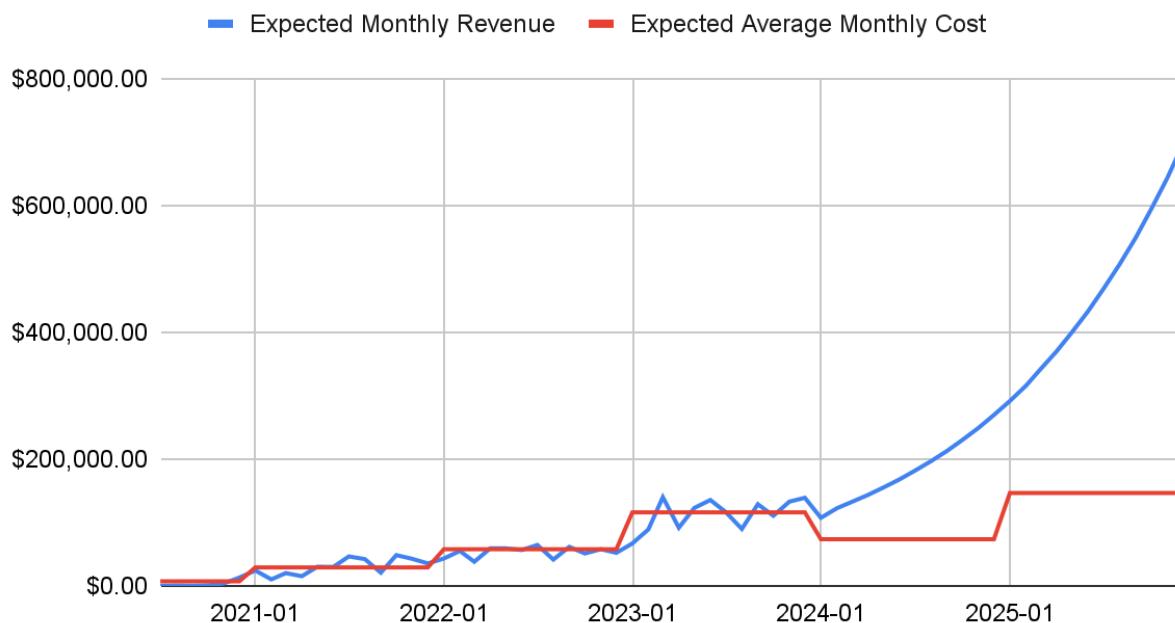
Total Monthly Revenue and Average Monthly Cost



Revenue & Cost Forecasts

Leveraging a 1-step behind moving average (4), a median growth rate is determined from the moving average curve and is used to project the compounding growth of the revenue over time. The actual revenue curve is expected to cycle up and down along this moving average curve in the same upward trajectory. Costs are similarly projected using a median growth rate against the average expected monthly cost for the year 2024. At the current trajectory of 2024, revenues are expected to far surpass the expected costs.

Total Monthly Revenue vs. Average Monthly Cost (Forecast)



- 2023 End of Year does not include 2024 starting inventory (there is more product on hand to be sold in Q1 offsetting assumed losses from the previous year)
- 2024 Q1 increases Gross Profit by [REDACTED] with the addition of the after school programs
- Furthermore, there is an increase of students to professor ratio every quarter, increasing expected monthly revenue, while maintaining expected average monthly cost
-

Exhibits & Appendices

Appendix A: PESTLE Analysis

PESTLE ANALYSIS	
Political	Mild Tax Environment: While there are no corporate income taxes and their new capital gains tax applies to high-income earners, LLCs such as [REDACTED] still have to pay Business and Occupation (B&O) tax (Seattle: [REDACTED] ("Business Taxes")), sales and use taxes (Seattle & WA: [REDACTED] ("980105")), and property taxes (King County Average: [REDACTED] ("King County")).
Economical	Strong Local Economy: Seattle is home to a robust and diverse economy with many thriving industries, including technology, healthcare, and tourism. [REDACTED] can benefit from a stable and growing economy, which provides access to customers and resources. Access to Capital: Seattle is home to a vibrant startup scene, which has led to the development of many venture capital firms and angel investors in the area. This provides [REDACTED] with access to capital, crucial for growth and expansion. High Cost of Living: Seattle has a high cost of living, which can be challenging for small family businesses. This includes the cost of rent, utilities, and other business expenses. [REDACTED] must be prepared to manage their expenses in this environment.
Sociocultural	Popularity of Pokémon Trading Cards: The popularity of collectible Pokémon trading cards and other gaming merchandise has been on the rise since the Covid-19 pandemic. Supportive Business Community: Seattle has a strong and supportive business community with many resources available to small businesses. There are many local business organizations and networks, such as the Seattle Metropolitan Chamber of Commerce and the Seattle Small Business Development Center, that provide support, guidance, and resources to small family businesses like [REDACTED]. COVID-19: Although the pandemic appears to be ending, new variants may emerge. In that case, the rise in popularity of online gaming communities could impact the demand for in-person gaming stores like [REDACTED].
Technological	Online Gaming Platforms & E-commerce: Technological advancements, such as online gaming platforms and e-commerce, have made it easier for consumers to purchase gaming products online, which is a challenge for [REDACTED] with [REDACTED] of sales happening in-store. Despite this, [REDACTED] can leverage online gaming platforms to improve its own social media marketing strategy or e-commerce offerings, or to enhance the online customer experience. In fact, [REDACTED] has used the online platform "Limitless TCG" during the pandemic and found it to be successful in maintaining customer engagement and relationships.
Legal	Pokémon Product License: The Pokémon franchise is a licensed intellectual property, which means that it is owned by The [REDACTED] and licensed to other companies to create and sell products using the Pokémon brand. Companies must obtain a license from The Pokémon Company to manufacture and sell Pokémon products, including trading cards, video games, toys, and other merchandise. As a seller of Pokémon trading cards and merchandise, [REDACTED] must ensure that all its products are properly licensed and meet the requirements set forth by The Pokémon Company.
Environmental	Gentrification: The [REDACTED] is a historically significant neighborhood for Seattle's Asian American community, and its gentrification has been a concern for many residents and business owners in the area. Rising rents and property values could make it difficult for small businesses like [REDACTED] to continue operating in the area and impact the customer base if long-term residents are displaced.

Appendix B: Porter's 5 Forces Analysis

PORTER'S FIVE FORCES ANALYSIS		
Threat of New Entrants	Moderate	████████ holds a competitive advantage in the local market as the first and only Pokémon training gym in Washington State. The company has established customer loyalty through its unique customer experience, which creates a challenge for new entrants trying to establish themselves in the market. However, if other local game stores begin to offer similar services, the threat of new entrants may increase. █████'s unique value proposition and reputation may act as barriers to entry, but the company needs to monitor potential competitors closely in the future.
Threat of Substitutes	Moderate	████████'s primary focus is on selling Pokémon cards and merchandise. Although there are not many substitutes for Pokémon cards, other card games like Magic: The Gathering and Yu-Gi-Oh! may attract some of █████'s customers. To mitigate this threat, █████ can diversify their offerings by introducing other related products and card games.
Competitive Rivalry	Moderate	████████ competes with other local game stores and online retailers that sell Pokémon cards and merchandise. Online retailers selling Pokémon cards at cheaper prices pose a significant threat to █████. To stay competitive against these competitors, the company may leverage its customer loyalty, established reputation, and unique customer experience. █████'s focus on building strong relationships with its customers and providing a unique customer experience sets it apart from competitors, making it difficult for them to replicate its success.
Bargaining Power of Buyers	Moderate	█████'s customers have some bargaining power as they can access other local game stores and online retailers selling Pokémon cards. However, customer loyalty to █████ reduces their bargaining power as they are less likely to switch to other local game stores or online retailers. █████'s unique customer experience and focus on building relationships with customers further decrease the likelihood of bargaining on prices. Thus, █████'s customer loyalty and unique value proposition mitigate the bargaining power of customers.
Bargaining Power of Suppliers	Low	█████ sources its Pokémon cards and merchandise from a variety of suppliers, including distributors and manufacturers. The large supplier base for Pokémon cards diminishes the bargaining power of individual suppliers. Additionally, █████ can negotiate for better prices with suppliers by utilizing the volume of their purchases as leverage. Therefore, █████'s procurement strategy enables them to reduce the bargaining power of suppliers and obtain better prices.

Appendix C: Industry Analysis

INDUSTRY ANALYSIS		
Trading Card Games Industry	Market Size	According to NPD Group, trading card game sales in the US, including Pokémon TCG, grew by [REDACTED] in 2020 to [REDACTED] billion, largely due to the sudden jump in demand after promotion by a prominent influencer.
	Revenue & Profitability	The revenue generated by the Pokémon TCG is a combination of the sales of booster packs, individual cards, and other merchandise. [REDACTED] responsible for the distribution of Pokémon TCG, reported a revenue of [REDACTED] billion in 2020.
	Market Share	To analyze the market share of Pokémon TCG in the overall trading card game market, we can compare the sales figures of Pokémon TCG to other trading card games in the market. According to the NPD Group, the Pokémon TCG accounted for [REDACTED] of the US trading card game market in 2020 – second after Magic the Gathering (MTG).
	Customer Demographics	Understanding customer demographics is necessary to gauge the Pokémon TCG market's potential for growth. A survey by Statista found that most Pokémon TCG players in the US were aged between 18 and 34 (NOTE: Statista did not survey anyone under 18).
Hobby, Toy & Game Stores Industry	Market Size & Growth	According to IBISWorld, the hobby and toy store industry in the United States generated approximately [REDACTED] billion in revenue in 2021. The industry has grown on average [REDACTED] per year over the past five years, largely driven by increased consumer spending and rising demand for high-quality educational toys.
	Challenges & Opportunities	Competition from mass merchants and e-commerce platforms offering similar products at lower prices has led to the closure of many independent toy stores and smaller chains. However, there are still opportunities for specialty stores that offer unique products or have a strong online presence.

Appendix D: Financial Ratios (Full)

Financial Ratios	Explanation of Ratio Metric			Industry*	
		2023	2022	2021	2023
Liquidity Ratios					
Current Ratio	Store's ability to pay its short-term liabilities - > 1 = store has enough short-term assets to cover liabilities	3.01	7.02	5.16	2.21
Quick Ratio	Store's ability to pay off current liabilities without relying on inventory - > 1 = store has enough short-term assets to cover liabilities	0.43	3.27	3.51	0.55
Profitability Ratios					
Gross Margin	How much profit the store makes after accounting for direct costs of selling its products - Higher than avg = more profit the store earns on each dollar of revenue; store is effectively controlling its costs	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Operating Margin	Store's profitability from its core business operations - Lower than avg = suggests store needs to review expenses or revenue streams to improve profitability	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Net Profit Margin	Overall profitability of store about all expenses have been accounted for - Lower than avg = store needs to find ways to reduce its expenses or increase its revenue streams to improve profitability	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Return on Equity	Return on investment earned by store's owners - Higher than avg = store is generating significant return on the capital invested in the business	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Return on Assets	How effectively the store is using its assets to generate profits - Lower than avg = store is not effectively doing so	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Efficiency Ratios					
Asset Turnover	How effectively the store uses its assets to generate sales - Higher than avg = store generates high level of sales relative to assets	8.63	4.34	6.70	4.52 days
Inventory Turnover	How many times the store sells its inventory in a given period - Lower than avg = suggests store may be holding too much inventory, which can lead to higher storage costs	5.79	7.93	7.50	7.56 days
Days Working Capital	Number of days it takes for the store to convert working capital into sales - Lower than avg = store is effectively managing its working capital; not experiencing delays in collecting payments from customers	22.76	91.29	74.34	37.89 days

Debt Risk & Solvency Ratios					
Debt : Equity	Amount of debt financing relative to the store's equity - Lower than avg = the store has lower amount of debt financing relative to equity	-2.44	-3.90	0.49	2.22
Debt : Total Assets	Percentage of store's assets that are financed by debt - Higher than avg = the store has greater reliance on debt financing	1.69	1.34	0.33	0.71

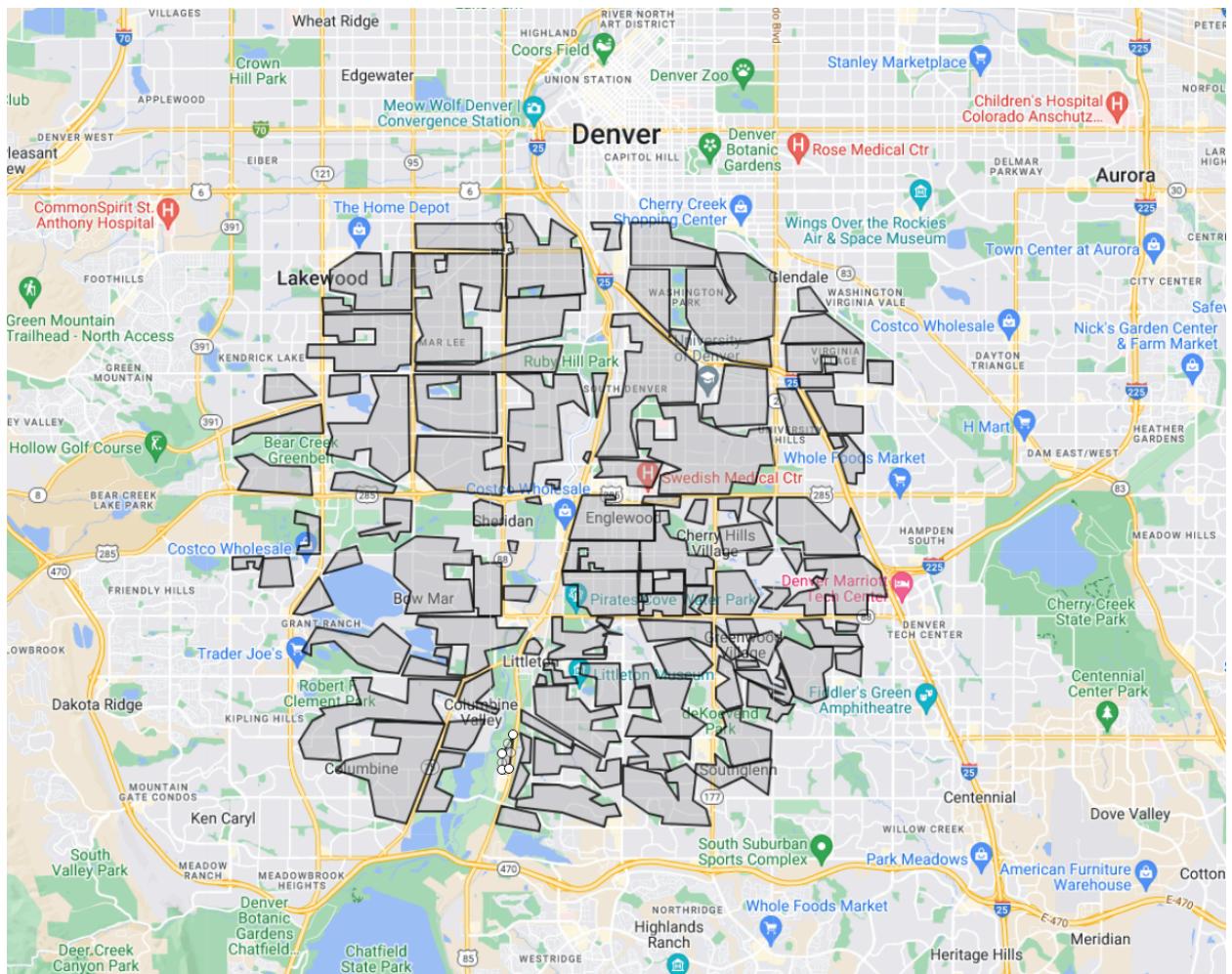
Appendix E: Consolidated Income Statement (2020-2023)

Income Statement							
	2023	Δ%	2022	Δ%	2021	Δ%	2020
Revenue	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
COGS	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Gross Profit	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	\$ (15,116.51)
Expenses	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Net Operating Income	\$ (87,711.08)	[REDACTED]	\$ (84,181.06)	[REDACTED]	[REDACTED]	[REDACTED]	\$ (25,544.04)
Other Income	[REDACTED]	↑	[REDACTED]	↓	[REDACTED]	[REDACTED]	[REDACTED]
Net Income	\$ (44,734.21)	[REDACTED]	\$ (84,181.05)	[REDACTED]	[REDACTED]	[REDACTED]	\$ (23,119.71)

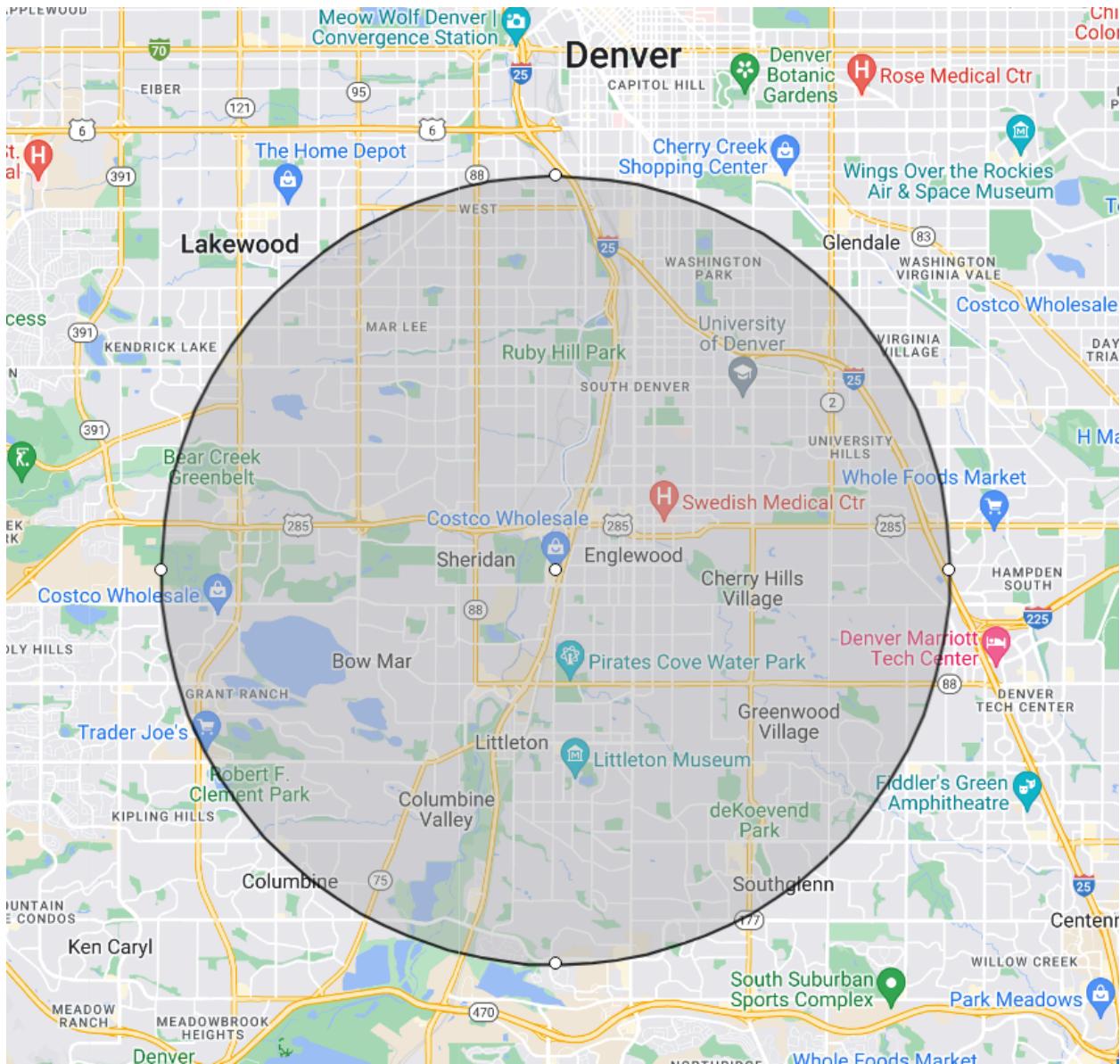
Appendix F: Consolidated Balance Sheet (2020-2023)

Balance Sheet							
	12/31/2023	Δ%	12/31/2022	Δ%	12/31/2021	Δ%	12/31/2020
Current Assets	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Fixed Assets	[REDACTED]		N/A		N/A		N/A
Total Assets	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Current Liabilities*	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Long Term Liabilities	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total Liabilities	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Retained Earnings	\$ (43,445.52)	[REDACTED]	[REDACTED]	[REDACTED]	\$ (36,944.71)	[REDACTED]	\$ (13,825.00)
Net Income	\$ (44,734.21)	[REDACTED]	\$ (84,181.05)	[REDACTED]	[REDACTED]	[REDACTED]	\$ (23,119.71)
Other Equity	[REDACTED]	[REDACTED]	\$ (17,658.33)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total Equity	\$ (86,648.42)	[REDACTED]	\$ (61,103.85)	[REDACTED]	[REDACTED]	[REDACTED]	\$ (10,754.40)

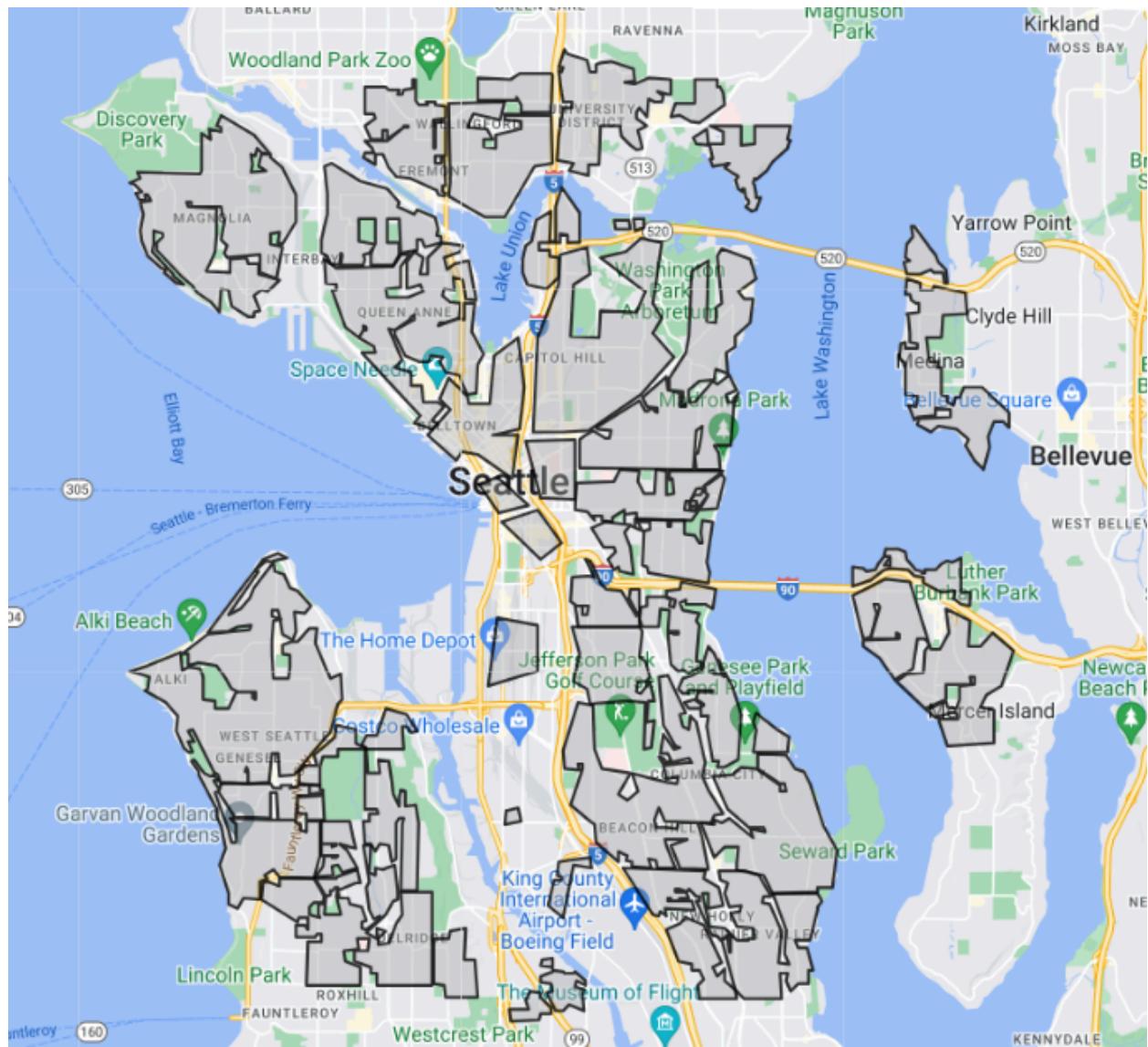
Appendix G1: Residential Area Map (5 mile radius) - Target Location (Denver)



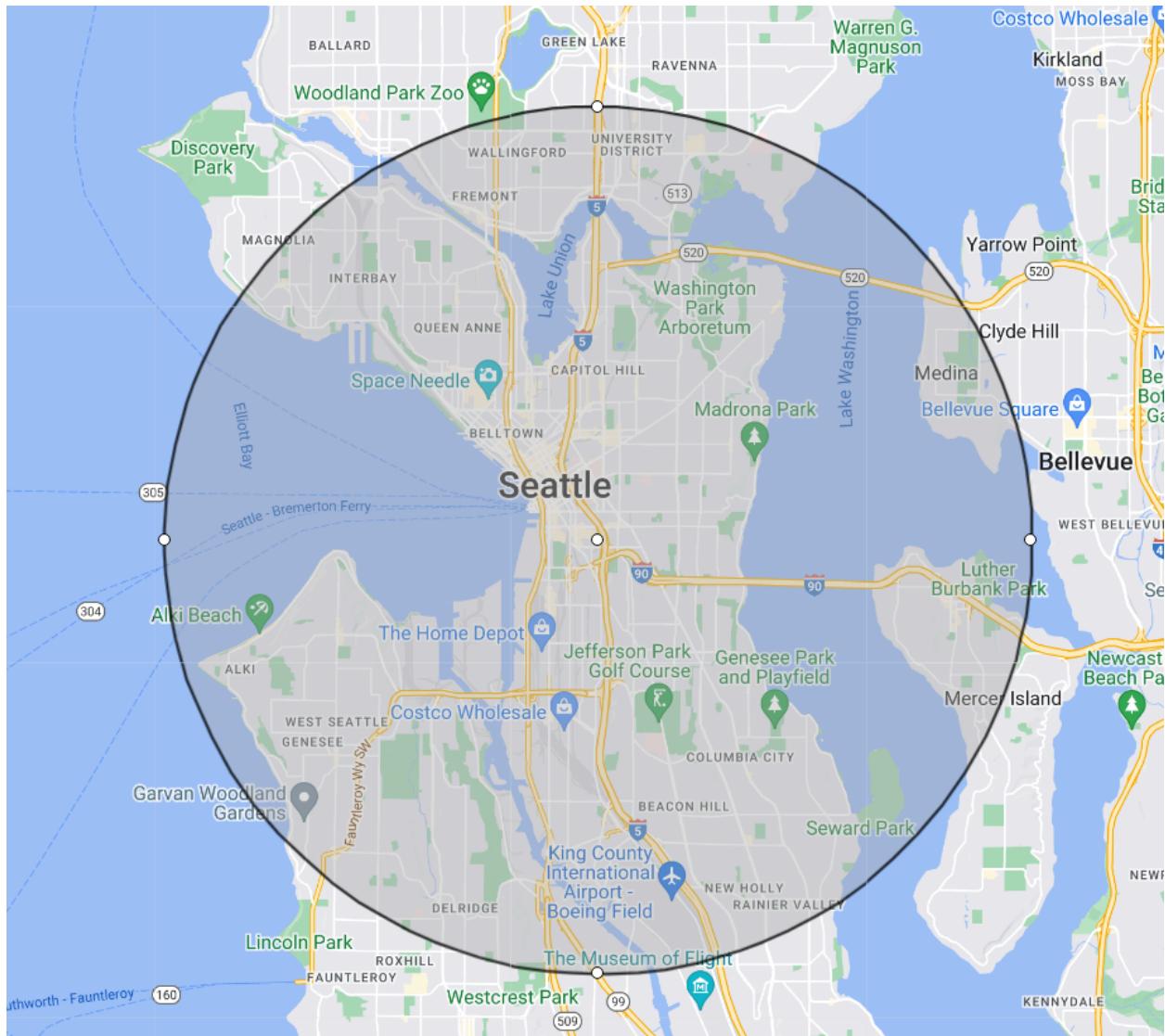
Appendix G2: Total Area Map (5 mile radius) - Target Location (Denver)



Appendix H1: Residential Area Map of Current [REDACTED] (Seattle)



Appendix H2: Total Area Map (5 mile radius) - Current [REDACTED] (Seattle)



Appendix I1: Demographic Comparison Table (Seattle)

SEATTLE	Details
Source	Excel
Demographics	
Total Residential Addresses (within 5 mile radius of █)	161,721 addresses
Aggregated Average Household Size	1.89 people per household
Approximate Total Population	~285,725 people within 5 mile radius of █
Kids (ages 7-12)	
Aggregate Avg. Age of Household Residents between 7-12	█ of household residents are between the age of 7-12
Approximate Number of people between Ages 7-12	~38,069 kids between the age of 7-12 live within 5 miles of █
Adult Men (ages 18-32) & Earn █K+	
Aggregate Avg. Age of Household Residents between 18-32	█ of household residents are adults between the age of 18-32
Approximate Number of People between ages 18-32	~137,177 adults between the age of 18-32 live within 5 miles of █
Approximate Number of Adults between Ages 18-32 earning █K+/yr	~85,017 adults between the age of 18-32 and earn █K+/yr live within 5 miles of █
Ratio of Men to Women in Seattle	█ men, █ women
Approximate Number of Adult Men between Ages 18-32 earning █K+/yr	~43,359 adult men between the age of 18-32 and earn █K+/yr live within 5 miles of █
Conclusion: There are around 285,725 people that live within 5 miles of █. Of that amount, roughly 38,069 are kids (between the ages of 7-12) and 43,359 are adult men (between the ages of 18-32 and earn more than █K per year). This brings the target market within Seattle to be 81,428 people .	

Appendix I2: Demographic Comparison Table (Denver)

Denver	Details
Source	Excel
Demographics	
Total Residential Addresses (within 5 mile radius of [REDACTED])	103,226 addresses
Aggregated Average Household Size	2.46 people per household
Approximate Total Population	~249,194 people within 5 mile radius of the planned [REDACTED]
Kids (ages 7-12)	
Aggregate Avg. Age of Household Residents between 7-12	[REDACTED] of household residents are between the age of 7-12
Approximate Number of people between Ages 7-12	~62,221 kids between the age of 7-12 live within 5 miles of the planned [REDACTED]
Adult Men (ages 18-32) & Earn [REDACTED] K+	
Aggregate Avg. Age of Household Residents between 18-32	[REDACTED] of household residents are adults between the age of 18-32
Approximate Number of People between ages 18-32	~119,720 adults between the age of 18-32 live within 5 miles of the planned [REDACTED]
Approximate Number of Adults between Ages 18-32 earning [REDACTED] K+/yr	~46,544 adults between the age of 18-32 and earn [REDACTED] K+/yr live within 5 miles of the planned [REDACTED]
Ratio of Men to Women in Denver	[REDACTED] men, [REDACTED] women
Approximate Number of Adult Men between Ages 18-32 earning [REDACTED] K+/yr	~23,426 adult men between the age of 18-32 and earn [REDACTED] K+/yr live within 5 miles of the planned [REDACTED]
<p>Conclusion: There are around 249,194 people that live within 5 miles of the planned [REDACTED]. Of that amount, roughly 62,221 are kids (between the ages of 7-12) and 23,426 are adult men (between the ages of 18-32 and earn more than [REDACTED] K per year). This brings the target market within Seattle to be <u>85,647 people</u>.</p>	

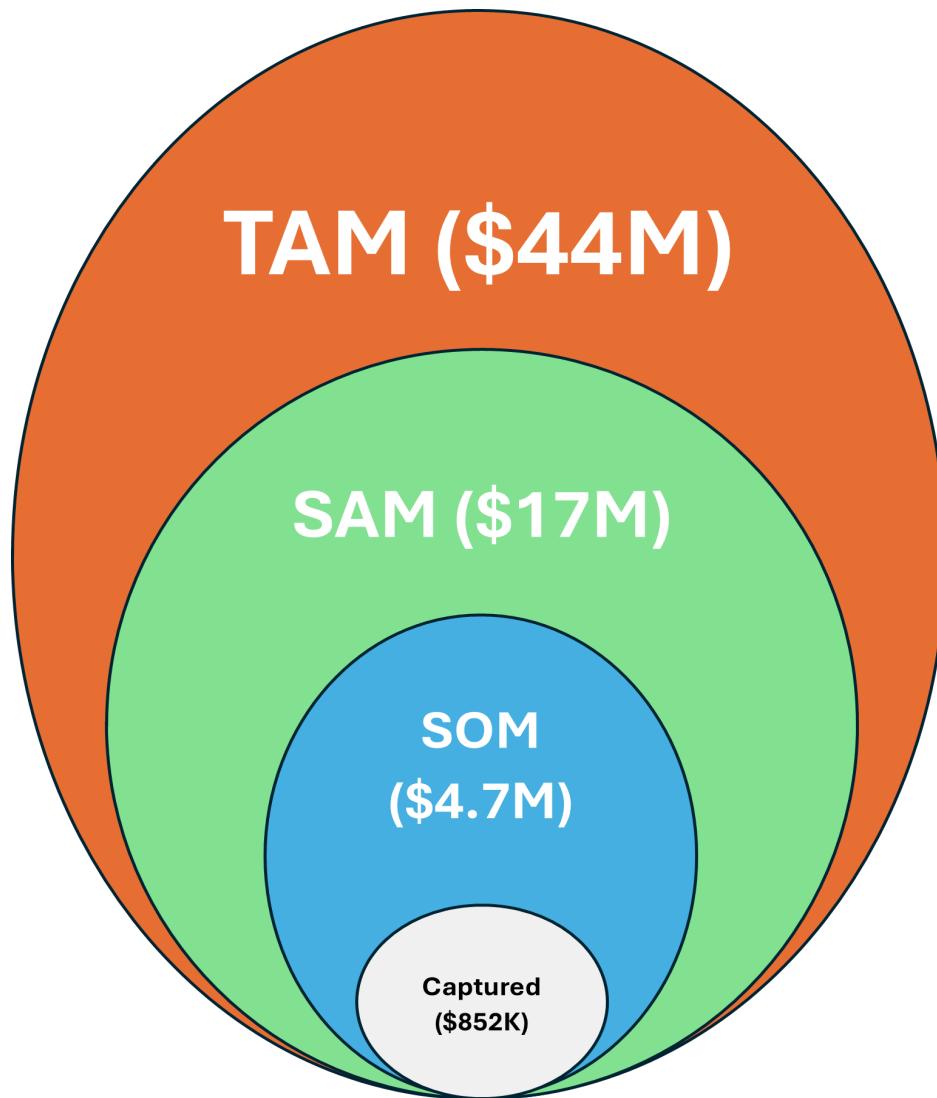
Appendix J: Addressable Markets Comparison Table

Total Customers (2023): [14,582](#)

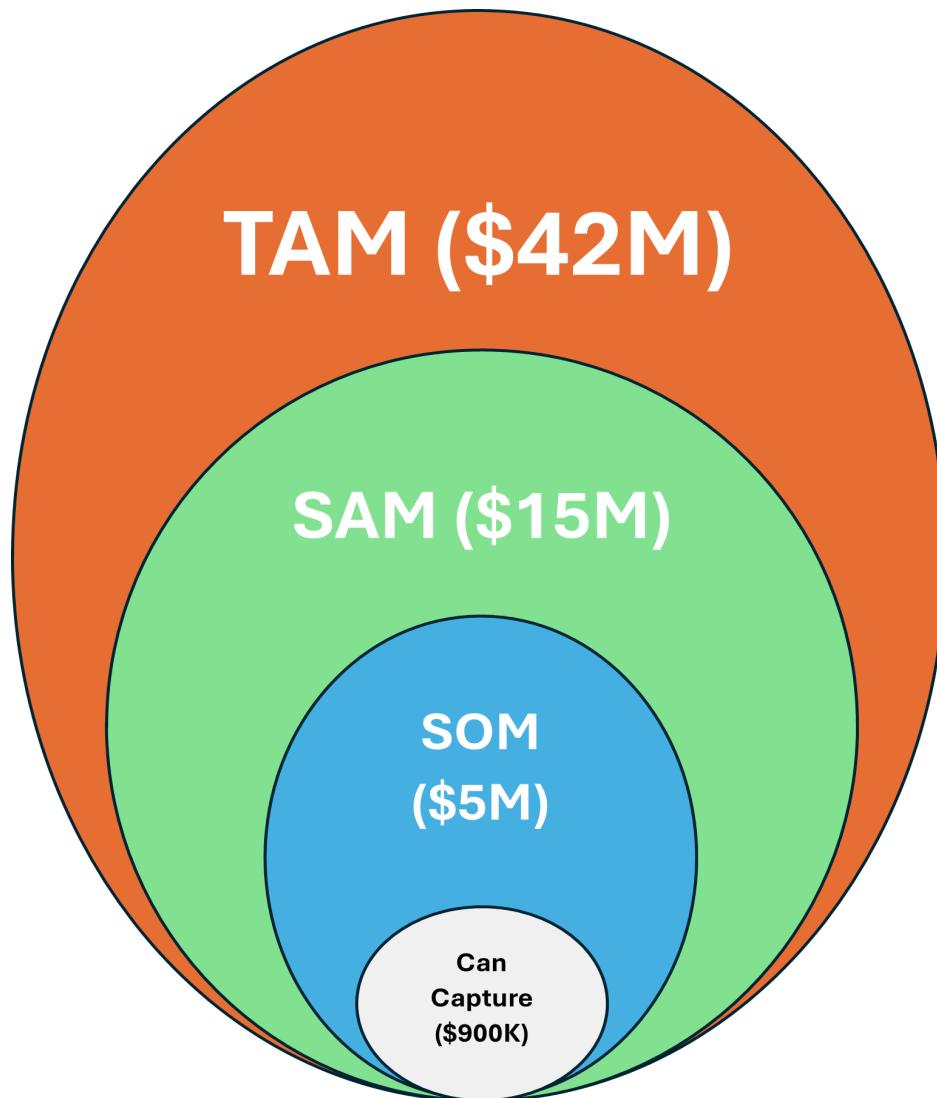
Average Customer Order Spend (2023): [REDACTED]

Markets	Market Size (Pop.)		Market Size (\$)	
	Seattle	Denver	Seattle	Denver
TAM	749,267	713,252	[REDACTED]	[REDACTED]
SAM	285,757	249,184	[REDACTED]	[REDACTED]
SOM	81,428	85,647	[REDACTED]	[REDACTED]
SOM Captured	14,582 (~[REDACTED])	15,337 (~[REDACTED])	[REDACTED]	[REDACTED]

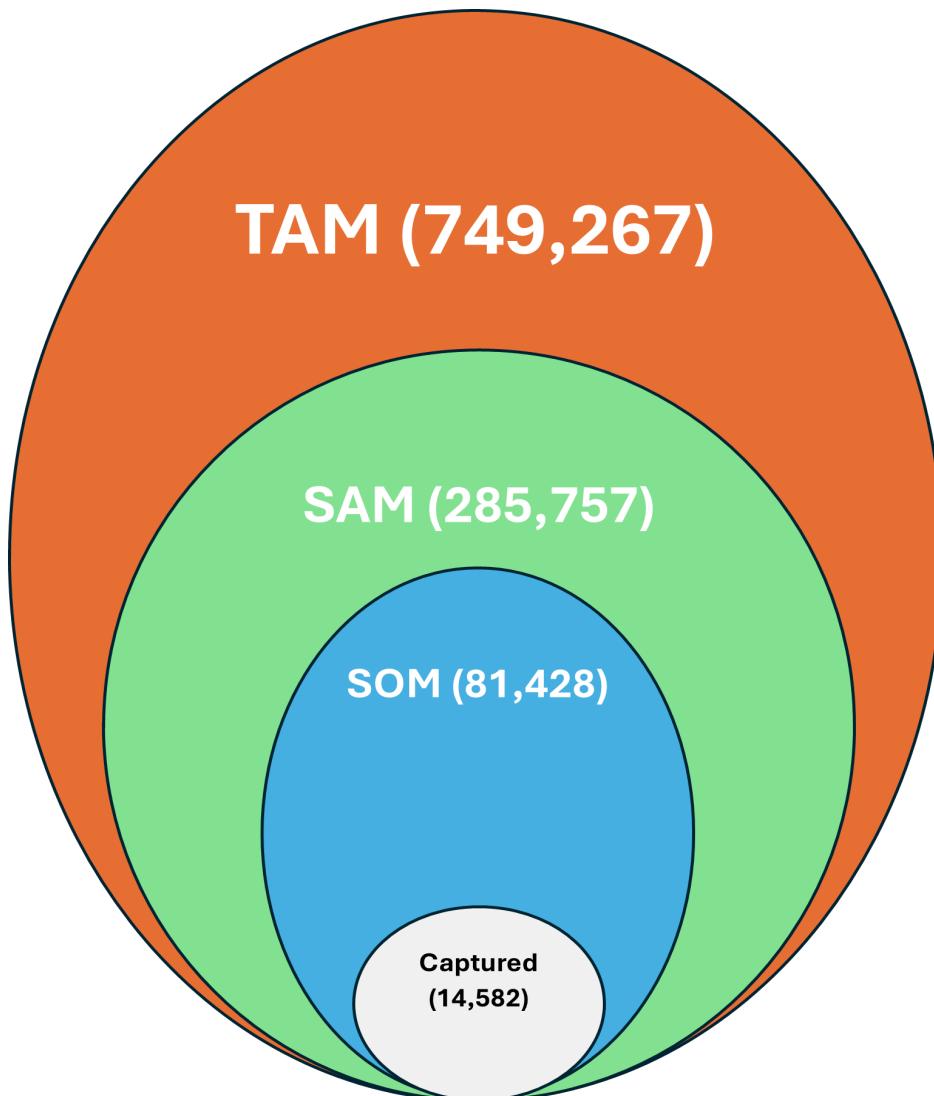
Appendix K1: Addressable Markets Visual (Seattle Market Size in \$)



Appendix K2: Addressable Markets Visual (Denver Market Size in \$)



Appendix K3: Addressable Markets Visual (Seattle Population)



Appendix K4: Addressable Markets Visual (Denver Population)

