

# Vive Delivery, LLC

“Get Going”

Business Plan

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## **Executive Summary**

### **Opportunity Statement**

University students often find themselves balancing academics with volunteering, internships, part-time work or the like. Consequently, many students experience serious time constraints and habitually turn to coffee to stay motivated, alert, and awake. The idea behind Vive originated from the combination of this high demand for coffee along with an increasing preference for convenience and desire to save time by college students. Vive seeks to create value by providing this target market with effortless access to a product they buy and consume habitually.

### **Business Concept and Products/Services**

Vive Delivery, LLC will be positioned as a coffee shop that services customers exclusively through delivery. Deliveries will be carried out primarily through the use of bicycles, which will allow for an inexpensive and environmentally friendly mode of transport. Vive will service its customers with premium coffee brought right to their location in a surprisingly quick manner. The company will initially offer three types of coffee: blonde roast, medium roast, and dark roast.

Vive will provide its customers with three different purchasing options, which include on-demand delivery, scheduled delivery, and monthly bundles. The on-demand option will allow customers to effortlessly order their coffee when and wherever they need it. In a short amount of time, the customer will be brought a cup of premium coffee without any need to get up or stand in line. The scheduled delivery option will provide customers with the unique opportunity to be woken up with a phone call and a hot cup of coffee at their door (a process the company will brand as a 'wake-up call'). This option will also allow customers to schedule deliveries in conjunction with their class schedules. By doing so, customers can receive their coffee when they most need it without any need for consideration. The bundles option will allow customers to prepay for a set number of delivery orders to be filled within a month's time at a discounted rate.

### **Competitive Advantage**

Vive currently has one direct competitor, *GoJoe*. In order to differentiate itself from its competitor, Vive will offer its customers more ordering options (website, app, phone call, and text message) within a larger geographical region. Furthermore, Vive will operate for 12 hours a day (6:00 am to 6:00 pm) as opposed to just afternoons. However, the most significant differentiator is the means by which the coffee is brewed and delivered. Vive will position itself as a coffee shop that is purely delivery-based as opposed to a mobile coffee dispensary. Unlike the competition's method of storing coffee in a specialized backpack and dispensing it on-site, Vive will brew its coffee in a coffee shop-like setting and deliver it fresh to customers within minutes. In addition to enhancing image, this method of delivery will also allow the company to easily expand its product mix in the future. With respect to traditional coffee shops, Vive will differentiate itself by offering convenience and the potential to save extensive amounts of time, which are key features most valued by its target market.

## **Target Market**

Vive's target market will be comprised of University of Florida students, both undergraduate and graduate, who habitually drink coffee and are willing to pay a premium for its delivery. Its target customer is a UF student looking to purchase a regular cup of coffee within the area on or near the UF campus. The primary motivation behind this purchase is to wake up, stay awake, or increase energy and focus. Currently, the customer must walk to the closest location and purchase the coffee in person. The customer is most likely to make this purchase during the hours of 9:00 am-12:00 pm and 3:00 pm-6:00 pm, although purchases are frequently made outside of these peak hours.

## **Marketing**

The company's marketing approach will involve an internal marketing team, which will be comprised of a diverse group of highly involved and well-connected students. In order to most effectively reach Vive's target segments, the marketing team will focus on three domains, each central to the lifestyle of a typical UF student. These domains include social media, on-campus activity, and off-campus living. Different sales tactics will be employed to exploit the unique opportunities presented by each domain.

Another integral feature of Vive's marketing strategy will be the building and development of the "Vive" brand, which will be positioned as a high-quality, premium coffee brand for those whose time is too valuable to be spent waiting in line. By building a brand around the student culture, Vive will further differentiate itself from its competitors.

## **Economics**

Vive's profit model consists of low operating leverage, high volumes, medium margins, and three revenue drivers with fixed prices.

## **Management Team**

Initial ownership of the company will be divided equally amongst the three founders. Daniel Varona (CEO) is a third-year finance major in the MSF Combined Degree Program. DJ Staub (COO) is a third-year Food Science and Human Nutrition major on the pre-dental track. Mike McClure (CFO) is a third year accounting major with valuable accounting experience acquired through his internships.

## **Financial Highlights**

Vive will achieve breakeven on a cumulative basis during its second year of operations. The company will need to raise \$50,000 in debt financing in order to commence operations. Vive will acquire this initial financing through friends and family.

## **I. Industry**

### **Industry Overview**

Vive will operate within the local messengers and delivery services industry. The NAICS code for the \$5.985 billion industry is 492210. Companies within this industry generally provide independent local delivery services of groceries, restaurant meals, and/or alcoholic beverages. Some companies also provide local messenger services within a single urban area. It is estimated that 60.0% of industry revenue is generated from on-demand deliveries, while the remaining 40.0% is from scheduled deliveries (IBIS World, 2013).

This segment utilizes a variety of vehicles to facilitate deliveries depending on the size of the product being delivered. Generally, cars, trucks, or vans are used to transport larger packages, while scooters or bicycles are used to deliver smaller products like documents or food. In compact business districts, bicycles are the dominant mode of transportation because they can be used to travel through congested traffic quickly. Additionally, transportation via bicycle and scooter is advantageous in many circumstances due to low operating costs with minimal environmental impact.

The industry is highly fragmented because most businesses operate within a specified geographical area. Because of this, some companies are able to dominate an entire city or town without obtaining a large portion of the overall market share.

The industry is in its mature stage. Industry revenue has fallen an average of 1% annually over the past five years, primarily due to the fact that it is closely tied to consumer spending. Revenue is projected to increase by an average of 1.8% annually over the next five years (IBIS World, 2013), mostly due to a recovering economy and an increase in consumer spending.

### **Key Trends**

**Technology:** Deliveries are heavily dependent on physical labor and therefore generally unaffected by changes in technology. However, technological advances often exhibit a substantial impact on transaction speed, thus allowing companies to operate more efficiently. For example, the integration of GPS technology not only assists drivers in making deliveries, but benefits companies from a logistical standpoint due to its ability to track drivers in real time.

**E-commerce:** The rising popularity of E-commerce reflects the growing preference of consumers to purchase products online while remaining in the comfort of their own home. In order to capitalize on this trend, companies are beginning to place greater emphasis on the development of web-based ordering options for consumers. This shift toward E-commerce has increased companies' needs for transportation of their products. Consequently, demand for delivery services has increased.

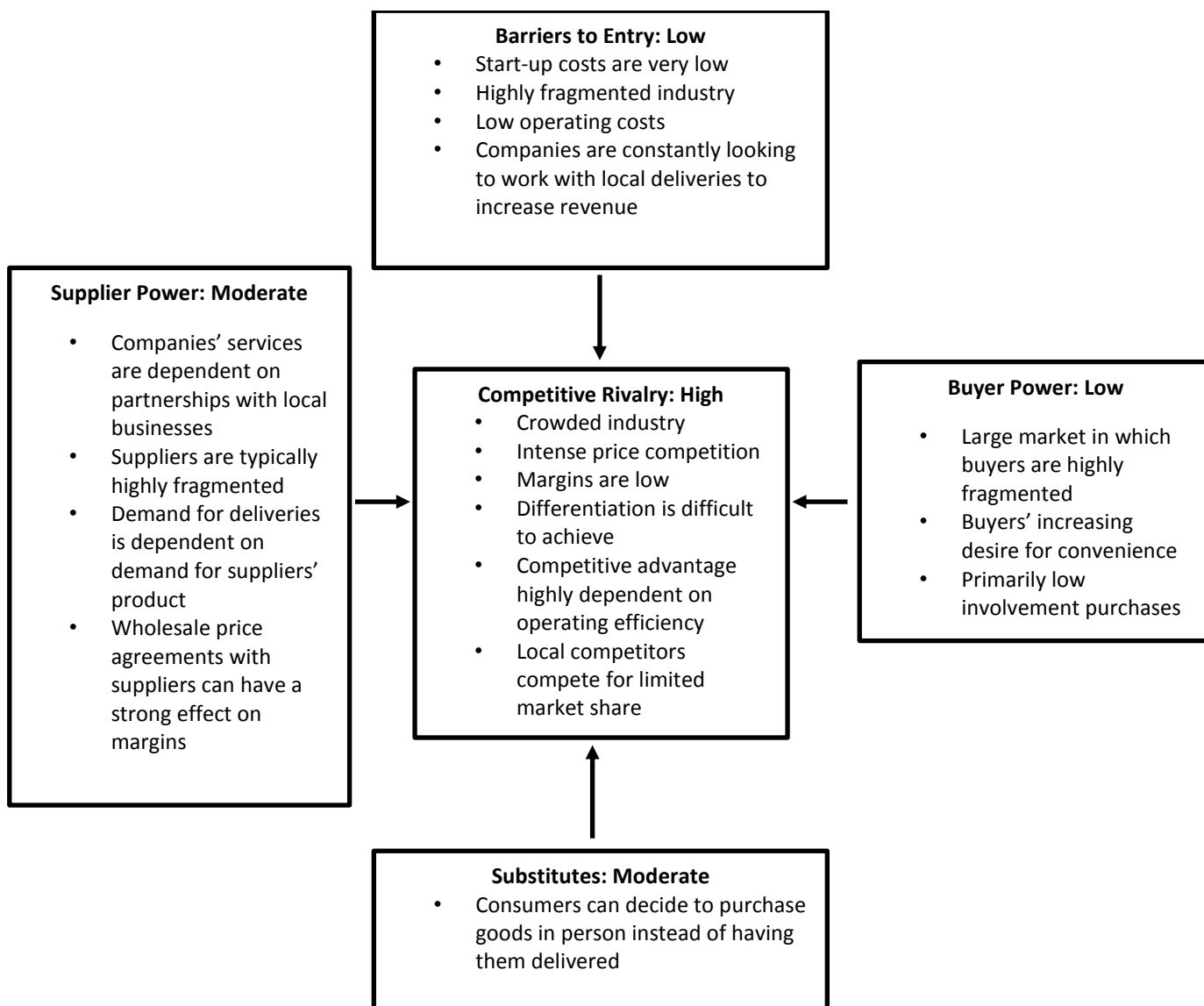
**Consumer spending and a recovering economy:** Industry revenue is highly correlated with consumer spending. A recovering economy has increased household disposable incomes and, subsequently, consumer spending. With increasing consumer spending, industry revenue is projected to grow over the

next five years. Additionally, the demand for delivery services depends heavily on the number of businesses in the US economy. An increase in the number of businesses due to the recovering economy has hence increased the need for delivery services. Small businesses, particularly, use local deliveries as a means of increasing their sales.

**Emphasis on Operating Efficiency:** Consumers are starting to place a greater importance on reliability and quick delivery. In an effort to achieve differentiation, businesses are focusing more on improving operating efficiency as opposed to introducing new technologies. Because operations management is largely labor dependent, companies are focusing more on the quality of employee training. Hence, a company can utilize their labor force as a key differentiating factor.

Exhibit 1.1

**Porter's Five Factor Analysis**



### **Key Success Factors and Financial Ratios**

- Effective quality control
  - Service providers often deliver packages and other items that are valuable or time sensitive. Therefore, it is imperative for industry participants to have control systems in place that ensure deliveries are not lost or delayed.
- Differentiating from competitors
  - Delivery services are very similar in nature. Therefore, companies must differentiate themselves in order to gain market share.
- Pass on cost increases to customers
  - Margins in the industry are low, so it is important that participants are able to pass on cost increases to clients to maintain profit margins. To accomplish this, companies must first establish a loyal client base that is willing to accept price increases.
- Optimum capacity utilization
  - Margins per delivery are low, so volume of deliveries must be high in order to maintain profitability.
- Implementation of technological advances
  - Utilization of the most current technology is crucial for companies to maintain productivity and reliability. Clients also demand technologies for tracking and verifying deliveries.

The industry's profit is expected to account for about 6.9% of industry revenue in 2013, up from a low 3.0% in 2009 (IBIS World, 2013). However, this figure encompasses the profit margin for both the courier and local delivery services industries. Profit margins are often influenced by operating costs, such as changes in fuel prices. It is important to note that local delivery services generally experience lower operating costs depending on location. For instance, local delivery services in compact business districts may use bicycles to deliver products, which has an extremely low cost.

The industry is considered moderately labor-intensive, but wages comprise the largest portion of industry expenses. In 2013, wages are expected to make up 28.1% of industry revenue (IBIS World, 2013). As noted in the previous figure, this number also encompasses both the couriers and local delivery service industries. Local delivery services often experience lower wage expenses because these companies are able to use independent contractors for a large portion of operations.

### **II. Company, Concept, and Products/Services**

Vive Delivery will be operating as a Limited Liability Company (LLC) in Gainesville, Florida and will commence operations in July of 2014. Vive will initially serve University of Florida students with busy schedules who are heavily immersed in their studies, work, or other extracurricular involvement.

University students often find themselves balancing academics with volunteering, internships, part-time work or the like. Consequently, many students experience serious time constraints and habitually turn to coffee to stay motivated, alert, and awake. The idea behind Vive originated from the combination of this high demand for coffee along with an increasing preference for convenience and desire to save time by college students. Vive seeks to create value by providing this target market with effortless access to a product that they buy and consume habitually.

Vive will offer three different purchasing options: on-demand delivery, scheduled delivery, and monthly bundles. The bundles option will allow customers to prepay for a set number of delivery orders to be filled within a month’s time at a discounted rate. The customer can choose to place these orders on-demand, schedule them ahead of time, or any combination of the two.

The company plans to gain market share by taking full advantage of its internal competencies, and by differentiating itself from the competition as depicted in Exhibit 2.1

**Exhibit 2.1**

<b>Sources of Competitive Advantage</b>			
<b>Internal</b>		<b>External</b>	
<b>Operations/Logistics</b>	<b>Marketing/Selling</b>	<b>Operational Excellence</b>	<b>Service Availability &amp; Selection</b>
<ul style="list-style-type: none"> <li>● Emphasis on data collection and analysis for forecasting sales and distribution of labor</li> <li>● Focus on strategically scheduling employees throughout the day</li> <li>● Capitalize on technological advances to constantly improve operating efficiency</li> <li>● Utilize fast and inexpensive modes of transport to keep operating costs low and minimize delivery time</li> </ul>	<ul style="list-style-type: none"> <li>● Focus on building a brand around the student culture</li> <li>● Assemble a marketing team comprised of students who are well-connected and highly involved on campus</li> <li>● Align marketing team's objectives with those of the company by offering performance-based compensation</li> <li>● Initially focus on guerrilla marketing, discounts, promo codes, and specials.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff well-dressed and well-groomed employees with a high standard of appearance</li> <li>● Aim to consistently execute deliveries in a surprisingly timely manner</li> <li>● Compensate customers for unsatisfactory deliveries</li> </ul>	<ul style="list-style-type: none"> <li>● Operate 12 hours a day</li> <li>● Deliver to a larger geographic region than the local competition</li> <li>● Offer a wider product and service selection than the local competition</li> </ul>

Vive will offer three different types of coffee: blonde roast, medium roast, and dark roast. The company will generate revenue through two means of delivery, which include on-demand or scheduled deliveries and monthly bundles. For on-demand or scheduled deliveries, the business will charge a standard fee, which includes the price of the coffee and delivery. For monthly bundles, customers will pay a lump sum for a certain amount of coffees to be delivered within the month at a discounted rate. The company will rely on high volume primarily achieved through repeat customers making frequent purchases. Due to the nature of the products, average dollar amount per order will be low. However, the products being delivered are consumed on a daily basis by most of the target market. Therefore, the business expects to generate more frequent orders per customers than most other players in the industry. The majority of volume will be generated during certain peak hours of the day. Sales will also be subject to

seasonality in conjunction with the University of Florida's semesterly calendar. The maximization of operating efficiency during these periods will be crucial to the business's long-term success.

Vive will commence operations and aggressive marketing in the summer of 2014. The lower volume of students in Gainesville during the summer semester will provide a favorable atmosphere for testing the market and establishing efficient operations. The company will also use this time to begin building a brand and position itself for the fall. The business will commence full-scale operation during the fall while maintaining an aggressive marketing strategy. By spring, Vive will be the one of the most prominent providers of premium coffee for busy college students in Gainesville. After a year of operations, the business will open its second Gainesville location. As the company begins its third year of operations, it will look to expand to Tallahassee and target the students of Florida State University. Due to the similar nature of the target populations in these college towns, the company will mimic the Gainesville growth strategy to establish itself in Tallahassee.

### **III. The Market**

#### **Relevant Market and Market Size**

Vive's relevant market will be comprised of University of Florida students, both undergraduate and graduate, who habitually drink coffee and are willing to pay a premium for its delivery. As illustrated in Exhibit 3.1, an analytical breakdown through a chain-ratio approach was utilized to estimate the size of this market.

**Exhibit 3.1**

Market Size Estimation (Breakdown Approach)		
<b>A</b>	Number of University of Florida Students	49,785
<b>B</b>	Percentage of UF Students Who Drink Coffee	77%
<b>C</b>	Percentage of UF Students Willing to Pay for Delivery of Coffee	67%
<b>D</b>	Average Number of Cups of Coffee Consumed per Week	5
<b>E</b>	Average Price per Cup of Coffee	\$ 2.50
<b>F</b>	Number of School Weeks	38
Estimated Relevant Market Size for Coffee Delivery Services (A*B*C*D*E*F)		<b>\$ 12,199,938.71</b>

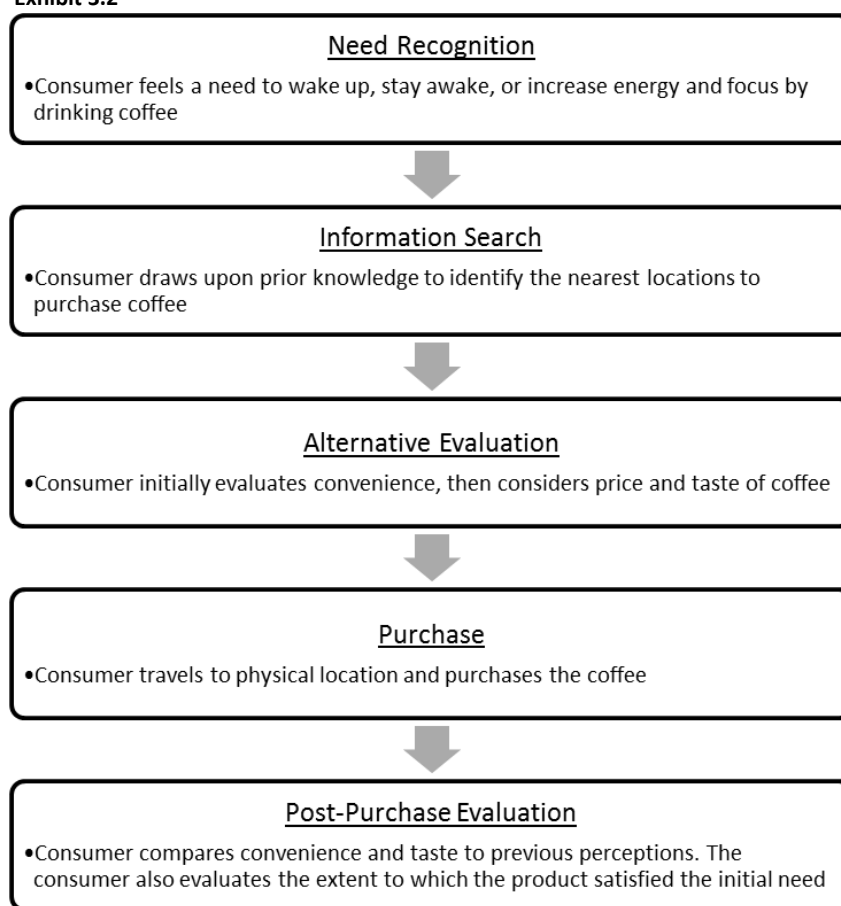
*Figures B-E* were obtained through an online survey administered amongst the UF student population and completed by over 200 respondents. A sample survey response can be found in Appendices A-C. *Figure F* encompasses the thirty-two weeks of fall and spring semesters (sixteen weeks in each), as well as an additional six weeks from the summer semester. Although the summer semester lasts for twelve weeks, the duration was divided in half for the purposes of this estimation in order to account for a reduced volume of students.

Given that this market has not previously been defined, virtually all of the market potential stems from primary demand. Local competitors control less than 1% of the market. Consequently, Vive's marketing strategy seeks to target customers who have not used such a service. Upon establishing a customer base, Vive will aim to increase usage rates through its marketing efforts.

### The Buyer and the Buying Process

Vive's target customer is a UF student looking to purchase a regular cup of coffee within the area on or near the UF campus. The primary motivation behind this purchase is to wake up, stay awake, or increase energy and focus. Currently, the customer must walk to the closest location and purchase the coffee in person. The customer is most likely to make this purchase during the hours of 9:00 am-12:00 pm and 3:00 pm-6:00 pm, although purchases are frequently made outside of these peak hours.

**Exhibit 3.2**



The series of underlying steps that encompass the average consumer's buying process are illustrated in Exhibit 3.2. These steps were derived from the analysis of information obtained through the market survey mentioned previously.

Because the purchase of coffee is a low-involvement and routine transaction, consumers must be presented with an attractive alternative and incentivized in order to change established buying habits. Furthermore, consumers do not actively seek alternative buying methods, but instead rely on existing

knowledge and perceptions. In order to establish itself in the mind of the consumer and thereby be part of the *Information Search* step, Vive will utilize an aggressive marketing strategy, emphasizing convenience and providing incentives for new customers. Vive will establish a base of repeat customers by providing convenience in a surprisingly timely fashion, as well as a superior tasting product that delivers the energy and focus customers need.

### **Market Segmentation and Target Segments**

Upon analysis of the data from the consumer market survey, Vive identified four distinct market segments within the relevant market. These segments are primarily divided by the amount of coffee consumed per week. The *Can't Get Enough Coffee* segment is comprised of consumers with the highest coffee consumption rate per week. The consumers in this segment, for the most part, evenly disperse their coffee consumption throughout the day. The *Early Birds* segment has a slightly lower consumption rate and consumes the majority of their coffee in the early hours of the day as part of their morning routine. The *Bang for your Buck* segment consumes coffee much less frequently than the previous two segments, and is also significantly more price-conscious. The *Quality over Quantity* segment has the lowest consumption rate of all the segments, but is generally willing to spend more for each cup purchased. A detailed chart outlining these four segments and their respective attributes is shown in Exhibit 3.3.

**Exhibit 3.3**

	Can't Get Enough Coffee	Early Birds	Bang for Your Buck	Quality over Quantity
<b>Cups of coffee consumed per week</b>	7 or more cups	4-6 cups	2-3 cups	1 cup
<b>Time of day most coffee is consumed</b>	6:00 am to 9:00 pm	6:00 am to 12:00 pm	9:00 am to 12:00 pm, 3:00 pm to 6:00 pm	9:00 am to 12:00 pm, 3:00 pm to 6:00 pm
<b>Price range per cup of coffee</b>	\$1 to \$3.50	\$2 to \$4	\$1 to \$3	\$2 to \$5
<b>Benefits sought</b>	Stay awake and enhanced energy and focus	Enhanced energy and focus	Taste	Stay awake and enhanced energy and focus
<b>Primary considerations when purchasing</b>	Taste and convenience	Taste and convenience	Taste and price	Taste and convenience
<b>Secondary considerations when purchasing</b>	Price and caffeine content	Price	Convenience	Price
<b>Percentage of revenue</b>	45%	40%	5%	10%
<b>Expected capturable market (% of total personal consumption)</b>	25%-35%	25%-50%	5%-15%	15%-20%
<b>Selling proposition</b>	Reliable quality that saves you time	Waking up has never been easier	Better tasting alternative	Premium coffee without the lines

Vive will target the *Can't Get Enough Coffee* and *Early Birds* segments due to their higher rates of consumption. The marketing strategies used to target these segments will be consistent with the selling propositions mentioned above and will be further explained in the *Marketing* section. As a result of this targeting strategy, Vive expects to capture up to three cups per week from customers in these segments.

## Direct and Indirect Competition

Vive has only one direct competitor within its relevant market. This company is called *GoJoe* and recently launched in the spring of 2014. *GoJoe* is an app-based delivery service that delivers regular coffee within a limited geographical region surrounding the University of Florida campus during weekday afternoon hours. This company utilizes specialized backpacks that are able to store and dispense coffee in order to serve their customers upon delivery. Drivers use bicycles as their sole mode of transportation and, at this point, average about seven minutes per delivery. Currently, *GoJoe's* marketing strategy is primarily web-based with a significant focus on social media.

In order to differentiate itself from *GoJoe*, Vive will offer its customers more ordering options (website, app, phone call, and text message) within a larger geographical region. Furthermore, Vive will operate for 12 hours a day (6:00 am to 6:00 pm) as opposed to just afternoons. However, the most significant differentiator is the means by which the coffee is brewed and delivered. Vive will position itself as a coffee shop that is purely delivery-based as opposed to a mobile coffee dispensary. Vive's coffee will be brewed in a coffee shop-like setting and delivered fresh to its customers within minutes. Unlike the competition's method of brewing large quantities well in advance and dispensing to the customer in person, Vive will brew its coffee within the shop on a per cup basis to maximize freshness. Furthermore, the customer will be given their coffee as if they had ordered it from a coffee shop (not dispensed from a backpack). In addition to enhancing image, this method of delivery will also allow the company to easily expand its product mix in the future. Vive's marketing strategy will also be a key differentiator, and will be further explained in the *Marketing* section.

Vive's indirect competitors are traditional coffee shops, ranging from small local vendors to large public corporations. Since few alternatives for purchasing brewed coffee are currently available, nearly all of Vive's relevant market purchases their coffee from these indirect competitors. Therefore, Vive's primary objective is to alter traditional buying habits. In particular, the challenge is to convince customers that a purchase from Vive will provide more value than a purchase from a traditional coffee shop. This value will be generated from the time customers save due to the ease of access, great tasting coffee, and quick and reliable service.

## IV. The Economics of the Business

### Revenue Drivers and Contribution Margins

Vive will offer three products that will act as revenue drivers: blonde roast, medium roast, and dark roast coffee. Contribution margin will vary depending on the number of units each driver delivers per hour. Vive forecasts a contribution margin per unit of 28.87%. This forecast assumes a conservative five units delivered per hour by each driver. Exhibit 4.1 portrays the effect of

Exhibit 4.1

<u>Contribution Margins</u>				
<u>Number of units delivered per driver per hour</u>				
3	4	5	6	7
5.18%	19.98%	28.87%	34.79%	39.02%

various alternative assumptions on the weighted average contribution margins.

### Fixed and Variable Costs

Exhibit 4.2 provides a breakdown of Vive's fixed costs. The company will pay a \$6,660 salary to each of its three founders in the first year. Ideally, Vive will acquire an office space in the desired geographical area to be used as its production location.

Because the company is purely delivery-based, there will be no need for a retail location. However, in the event that limited availability prevents the leasing of an office space in the desired area, the company will lease a space designated for retail, which will encompass a higher rent and utilities fee. In order to keep assumptions

conservative, Vive assumes the leasing of a retail space will be necessary and estimates a \$1,200 rent and utilities expense per month for the desired location.

**Exhibit 4.2**

<b>Fixed Costs</b>	
Salary Expense	\$ 20,000.00
Marketing Budget	\$ 10,000.00
Rent and Utilities	\$ 14,400.00
Fixed Coffee Production Labor Cost	\$ 21,120.00
Information Systems & Office Expense	\$ 3,000.00
<b>Total Fixed Costs</b>	<b>\$ 68,520.00</b>

With respect to coffee production labor costs, Vive conservatively assumes an hourly production capacity of 50 coffees per employee. Because sales forecasts for the first year are considerably lower than the assumed capacity per employee, Vive assumes no more than one coffee production employee will be needed at any point during this time. Because sales are not projected to exceed this relevant range for capacity, no relationship exists between sales and this labor cost. As a result, coffee production labor will be treated as a fixed cost. This labor cost was calculated assuming 220 days of operation for 12 hours a day at an hourly wage of \$8.

Exhibit 4.3 provides a breakdown of Vive's direct and indirect variable costs. These variable costs are calculated using sales as the unit of analysis. The direct materials cost for coffee beans was derived from the average cost of the three different types of coffee offered by Vive. The delivery driver wages are calculated based on the number of units each employee delivers per hour. Vive conservatively assumes five units delivered per hour by each driver at an hourly wage of \$5.

**Exhibit 4.3**

<b>Variable Costs per Unit</b>	
<b>Variable Costs for Coffee</b>	<b>Cost per Unit</b>
Direct Materials	
Coffee Beans	\$0.25
Custom Cups, Lids, and Sleeves	\$0.20
MOH	
Sugar Packets, Cream, etc.	\$0.20
<b>Total Direct Variable Costs</b>	<b>\$0.65</b>
Indirect Variable Costs	
Delivery Driver Wages	\$1.00
Period Costs	
Marketing Sales Commission	\$0.28
Credit Card Processing Fees	\$0.07
<b>Total Variable Cost per Unit</b>	<b>\$2.00</b>

### Operating Leverage

The ratio of Vive's total fixed costs to total variable costs is 1:2. Therefore, the company is considered to have a low operating leverage since its cost structure is predominantly variable. This suggests Vive is a relatively low-risk venture due to its low fixed costs.

### Start-Up Costs

Exhibit 4.4 provides a breakdown of Vive's start-up costs. Vive will incur legal fees for the initial costs of registering the business and establishing contracts amongst the founders. The company will purchase its own coffee grinder and brewer with an estimated capacity of 112 cups per hour. Information systems software design, app development, website development, and logo/brand design will be outsourced. Vive will also purchase three bicycles to be used by the founders for deliveries in the early stages of the venture. These bicycles will also be used as temporary replacements in the event that an employee experiences a problem with their own bicycle.

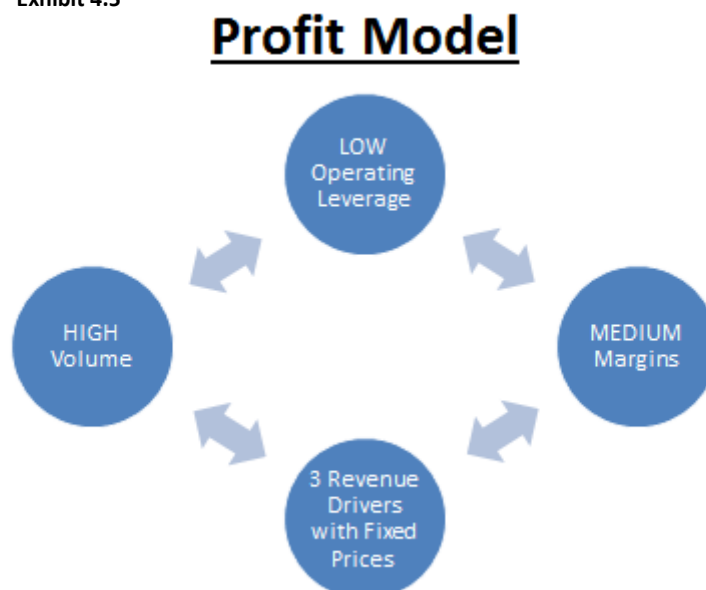
Exhibit 4.4

Startup Costs		
Legal Fees	\$	1,500.00
Coffee Brewing Equipment	\$	2,500.00
IS, App, and Website	\$	10,000.00
Logo/Brand Design	\$	300.00
Bicycles to Transport Coffee	\$	1,500.00
<b>Total Startup Costs</b>	<b>\$</b>	<b>15,800.00</b>

### Overall Profit Model

As depicted in Exhibit 4.5, Vive's profit model consists of low operating leverage, high volumes, medium margins, and three revenue drivers with fixed prices.

Exhibit 4.5



## **Breakeven Chart and Calculation**

Vive’s breakeven analysis is depicted in Exhibit 4.6. The analysis is consistent with the established conservative estimate of five units delivered per hour for each driver. In addition, it assumes 44 weeks (220 days for 12 hours a day) of operation per year in accordance with the number of weeks that the University of Florida is in session.

**Exhibit 4.6**

<b>Breakeven Analysis</b>			
Selling Price per Unit			<b>\$2.81</b>
Contribution Margin per Unit (\$)			\$0.81
Contribution Margin per Unit (%)			28.87%
<b>Number of Units Required for Operating Income of:</b>			
	Per Year	Per Day	Per Hour
Breakeven (\$0)	84,348	383	32
\$5000	90,503	411	34
\$10000	96,657	439	37
<b>Sales in \$ Required for Operating Income of:</b>			
	Per Year	Per Day	Per Hour
Breakeven (\$0)	\$ 237,364.00	\$ 1,078.93	\$ 89.91
\$5000	\$ 254,684.78	\$ 1,157.66	\$ 96.47
\$10000	\$ 272,005.56	\$ 1,236.39	\$ 103.03

## **Profit Durability**

Due to the products it provides, Vive can expect a solid profit stream. Coffee is a routine and frequent purchase for the majority of Vive’s relevant market. In an effort to capitalize on this fact, Vive will focus its marketing efforts on building brand loyalty and increasing customer usage rates. Upon achieving these marketing objectives, Vive can expect a consistent and durable revenue and profit stream.

## **V. Marketing**

### **Overall Marketing Strategy**

Vive Delivery, LLC will be positioned as a coffee shop that services customers exclusively through delivery. It will differentiate itself from the competition by building and developing the “Vive” brand, which will be positioned as a high-quality, premium coffee brand for those whose time is too valuable to be spent waiting in line. Its core selling proposition will be: “Vive, Get Going”.

The marketing approach for Vive will be centered around an internal marketing team which will be comprised of a diverse group of highly-involved and well-connected students. Compensation for the marketing team will be commission-based and distributed as a percentage of sales. In addition,

commission will be split equally amongst the team in order to encourage teamwork and communication. However, outstanding performance by individuals within the team will be recognized and rewarded by management. In order to reach Vive’s target segments, the marketing team will focus on three domains, each central to the lifestyle of a typical UF student. These domains include social media, on-campus activity, and off-campus living. Different sales tactics will be employed to exploit the unique opportunities presented by each domain and will be further elaborated on later in this section.

### Pricing

Vive’s pricing strategy will be based around premium pricing in order to reflect the positioning of the “Vive” brand. This strategy was chosen through the consideration of two key attributes of its target segments. First, Vive believes its target segments place a high value on their time. Since coffee tends to be a routine purchase for Vive’s target segments, customers have the potential benefit of saving extensive amounts of time that would otherwise be spent traveling and waiting in line. Additionally, Vive’s target segments tend to view price as a key indicator of the quality of their coffee. Vive has established its pricing as a direct reflection of the value its customers derive from its products and services.

Vive will offer three types of services: on-demand deliveries, scheduled deliveries, and monthly bundles. Exhibit 5.1 displays the pricing structure for on-demand and scheduled deliveries, while Exhibit 5.2 displays the pricing structure for monthly bundles. Vive will have fixed prices for its products. Payment will be due at the time of delivery for on-demand and scheduled deliveries and at the time of purchase for monthly bundles.

**Exhibit 5.1**

Item	Price/Unit (After-Tax)
Dark Roast Coffee	\$ 2.99
Medium Roast Coffee	\$ 2.99
Blonde Roast Coffee	\$ 2.99

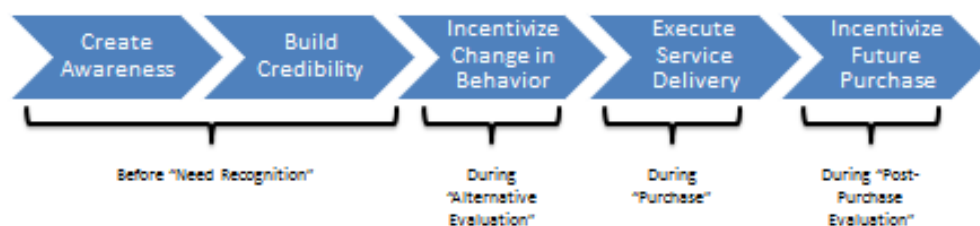
**Exhibit 5.2**

Bundles	Price
<b>Three-a-Week Bundle</b>	\$ 35.99
12 coffees + 2 free coffees	
14 coffees at \$2.57 each	
Customer savings: \$0.42 per coffee	
<b>Five-a-Week Bundle</b>	\$ 59.99
20 coffees + 5 free coffees	
25 coffees at \$2.40 each	
Customer savings: \$0.59 per coffee	

### The Selling Cycle

To better understand their customers and increase sales, Vive must establish a presence early in the customer’s buying process and actively guide them at each stage. In order to accomplish this, the company has developed a selling cycle that parallels the customer’s buying process and addresses their specific considerations at each stage. Exhibit 5.3 depicts the selling process and, more specifically, where each stage falls within the customer’s buying process.

Exhibit 5.3



## **Sales Tactics**

As previously described, the core of Vive’s marketing strategy will consist of an internal marketing team. In order to establish a presence in the major aspects of the target segments’ daily life, Vive has segmented its marketing efforts into the three previously identified domains (social media, on-campus activity, and off-campus living). Each domain will encompass a unique set of sales tactics strategically designed to take full advantage of the opportunity it presents. The sales tactics employed within each domain for each stage of the selling cycle will be explained in detail below.

### *Social Media*

- Create Awareness- Vive’s marketing team will command an active presence in all of the major social media platforms. The team will advocate the company’s products and services on social media while managing the company’s profiles in all the different platforms.
- Build Credibility- The marketing team will reach out to acquaintances through personal messages in order to inform them about the company and their satisfaction with the products and services provided.
- Incentivize Change in Behavior- Vive will advertise various promotions exclusively through social media in order to attract first-time customers.
- Execute Service Delivery- Vive’s products and services will meet and exceed customer expectations.
- Incentivize Future Purchase- Vive will encourage customers to be active on social media by offering exclusive deals and promotions. Increased activity in Vive’s social media profiles will establish credibility and incentivize potential customers to try its services.

Note: Vive believes marketing efforts in the social media domain will have the least effectiveness. However, the company believes an active presence on social media should be a standard in order to remain competitive.

### *On-Campus Activities*

- Create Awareness- Due to the substantial influence Greek life has within the UF community, Greek organizations will be a significant focus of on-campus marketing. Members of the marketing team will present at sorority/fraternity dinners (a common practice referred to as ‘announcing’) in order to introduce the company. Presenters will be strategically chosen in order to develop a particular image for the company that appeals to these target audiences. Another central focus of Vive’s on-campus marketing efforts will be student clubs and organizations.

Presentations will be given during club meetings and will mirror the approach utilized within the Greek community. Aside from presentations, the marketing team will create awareness through word of mouth. Additionally, Vive will advertise and flyer throughout the UF campus. Delivery drivers will sport a distinct uniform featuring the company's brand.

- Build Credibility- Vive will offer free coffee during presentations. Also, in order to establish itself as a company that supports its local community, Vive will offer free coffee at Greek-sponsored philanthropies and popular charity fundraising events on campus.
- Incentivize Change in Behavior- Because many student clubs and organizations passionately support certain philanthropies or charity events, Vive will offer promotional codes that donate a percentage of sales to an organization's fundraising team. Vive will also offer organization-specific first-time promotional codes during presentations. Limited-time discounts will be offered during strategic times throughout the semesterly calendar.
- Execute Service Delivery- Vive's products and services will meet and exceed customer expectations.
- Incentivize Future Purchase- Vive will offer its customer loyalty-based discounts and promotions.

Note: Vive believes that it can generate the most sales through this domain and will allocate its resources and efforts accordingly.

#### *Off-Campus Living*

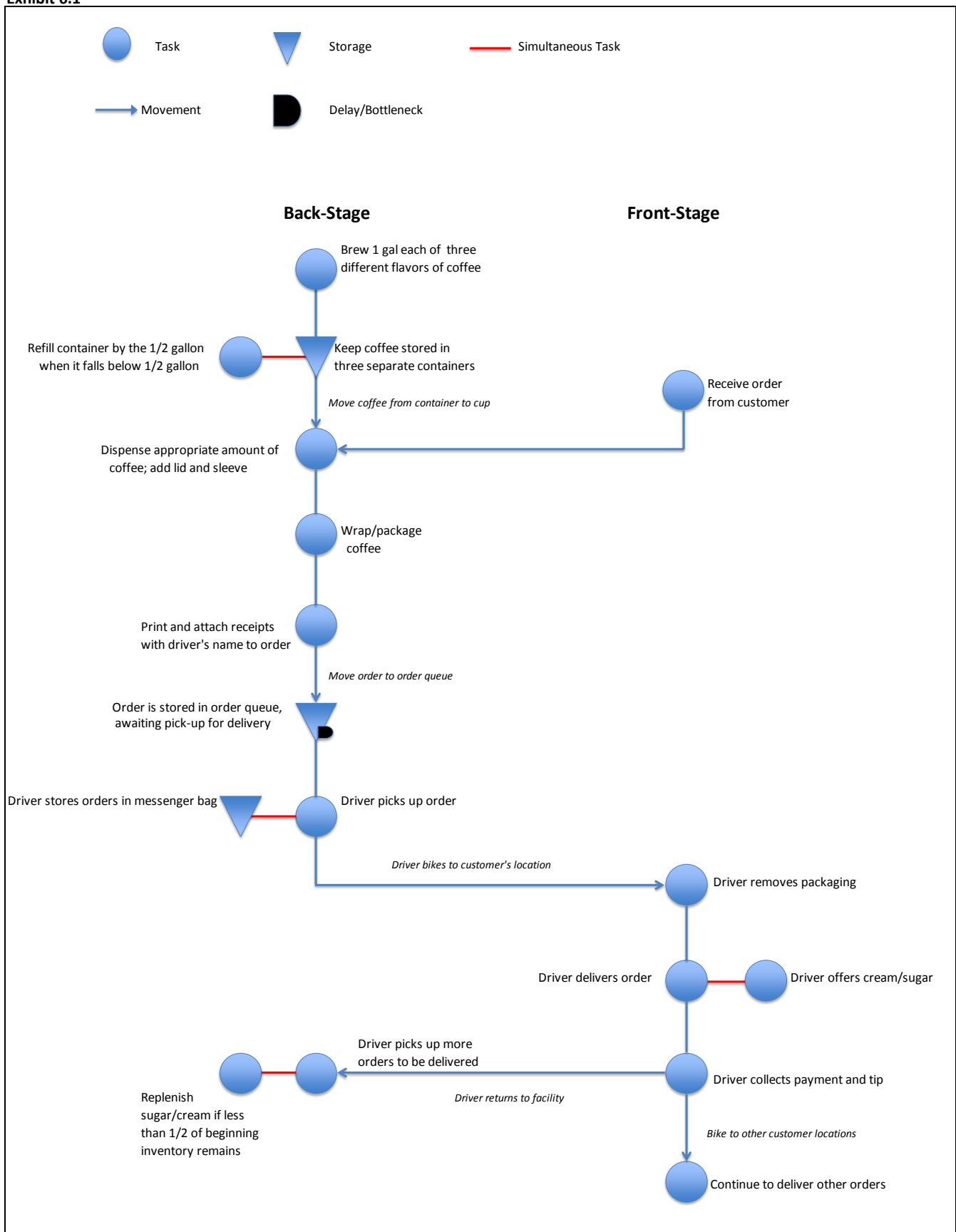
- Create Awareness- Vive will flyer and advertise in various off-campus student communities, popular student publications, and public transportation predominantly used by students.
- Build Credibility- Vive will establish and advertise dates during which it will provide free coffee for residents at certain off-campus student communities.
- Incentivize Change in Behavior- Vive will offer limited-time discounts during strategic times throughout the semesterly calendar.
- Execute Service Delivery- Vive's products and services will meet and exceed customer expectations.
- Incentivize Future Purchase- Vive will offer its customer loyalty-based discounts and promotions.

## **VI. Operations**

### **Operating Model**

Exhibit 6.1 depicts Vive's operating model. Each stage is categorized as either front-stage or back-stage. Red lines are used to identify simultaneous tasks in a given stage.

Exhibit 6.1



## **Operations Strategy**

With respect to operations, Vive's competitive advantage will be its ability to effectively and efficiently collect and analyze data pertaining to its customers. To ensure optimum performance in data collection and operations management, Vive will acquire its information systems software and hardware through a third party. The development of Vive's mobile application and website will be outsourced to this same vendor, who will provide Vive with order processing services and payment collections through these platforms.

Initially, Vive will hire employees for two different positions. These positions will include delivery drivers and coffee production employees, or baristas. In order to commence operations, Vive will need six delivery drivers and three baristas on payroll. As noted in the *Economics of the Business* section, Vive will require only one barista on staff at any given time during the initial phase of operations. Delivery drivers will be staffed based on seasonality and the time of day. Below is an overview of each position's responsibilities.

### *Barista*

- Ensure constant inventory of coffee and brew more when necessary
- Assemble and package orders for delivery
- Assign orders and dispatch drivers
- Maintain a high standard of cleanliness in the store

### *Delivery Drivers*

- Pick up and deliver orders
- Collect payments (and tips) if applicable

In order to ensure a high standard of quality in service, management will establish and enforce guidelines for key aspects of operations. Delivery drivers will be held to a high standard of appearance and customer service etiquette. Timelines will be established for the maximum amount of time an order should remain in queue, as well as a target time for delivery.

## **Geographic Location**

Vive will establish its first location in the area surrounding the northeast corner of the University of Florida campus. This area represents an optimum locale for servicing the UF campus, as well as two off-campus regions (locally known as 'Midtown' and 'University Heights'), which are densely populated by student houses and apartment complexes. The aforementioned regions will be within a two-mile radius of the company's location, allowing its delivery drivers to quickly reach customers in these areas via bicycle.

Although Vive has selected an ideal location to commence operations, a substantial portion of its potential market will remain inaccessible due to distance constraints. Consequently, Vive has identified a potential location surrounded by other areas that are densely populated by students. When

expansion becomes financially viable, the company will look to open its second location to service these areas and exploit the opportunities they present.

### **Equipment, Capacity, and Inventory Controls**

In order to begin operations, Vive will purchase one commercial coffee brewer with a built-in coffee grinder and four portable servers. The portable servers will primarily be used to store and dispense coffee during hours of operation but will also be used to store and transport coffee in large quantities for marketing presentations and charity events. This equipment will be purchased new from a commercial distributor. The commercial brewer will have a capacity of 10.5 gallons, or 112 12oz cups, per hour. Each server will hold up to 1.5 gallons, or 16 12oz cups.

Vive conservatively assumes each barista will be able to produce for delivery a maximum of 50 cups per hour. As the most limiting constraint, this production capacity will be used to define Vive's hourly capacity per store in the first year. As demand increases, Vive will increase its store capacity accordingly by staffing more baristas per hour and purchasing additional equipment.

Minimum required direct and indirect materials inventory will be defined as a percentage of forecasted cost of goods sold for each month. Vive will schedule biweekly deliveries of its coffee beans, which will be stored on-site at room temperature. Cups, lids, and sleeves will be purchased in bulk from commercial vendors while cream and sugar will be purchased locally.

## **VII. Management Team**

### **Key Management Personnel**

Vive will initially be managed by the company's three founders: Daniel Varona, DJ Staub, and Mike McClure (see resumes in appendices D-F). Staub and McClure met early in high school and completed the International Baccalaureate program together. Their friendship led them to become roommates at the University of Florida, where they eventually met Daniel Varona in the fall of 2011. Varona quickly established strong ties with the duo as the three pledged a fraternity together during the spring of 2012 and eventually leased an apartment together in the fall of 2012. After pledging, the three became actively involved within the fraternity, assuming several prominent positions of leadership early on.

Varona, a third-year finance major, was admitted into the MSF Combined Degree Program in the summer of 2013. Staub is a third-year Food Science and Human Nutrition major on the pre-dental track. McClure is a third year accounting major who has gained valuable accounting experience through his internships. As motivated and involved students with little time to waste, the three became avid coffee drinkers and subsequently identified an unmet market need for a coffee delivery service. The idea quickly became an obsession for the three. As a testament to their commitment in pursuing this vision, they decided to forgo all previous plans for employment after graduation and place their sole focus on making their dream a reality.

### *Chief Executive Officer (CEO)*

Daniel Varona will serve as CEO. He will be responsible for determining the overall long-term strategy of the company and ensuring financial and operational objectives are met. In addition, he will work closely with the CFO to plan for future financing needs and assess the overall financial stability of the company. He will also be responsible for establishing and maintaining healthy business relationships with outside organizations.

### *Chief Financial Officer (CFO)*

Mike “the Big Guy” McClure will serve as CFO. His primary responsibilities consist of financial planning and recordkeeping. Additionally, he will be responsible for analyzing financial data, investigating any discrepancies between budgeted and actual results. He will work closely with the CEO through planning future financing needs and evaluating the company’s long-term strategy from a financial standpoint. He will also collaborate with the COO by assisting in the interpretation of the financial implications of major operational decisions.

### *Chief Operating Officer (COO)*

DJ Staub will serve as COO. His primary responsibility will consist of overseeing the day-to-day operations of the company. He will initially assume the role of production location manager upon commencement of operations, but will step down when hiring a production location manager becomes a financially desirable option. Furthermore, the COO will oversee the hiring and training of employees, as well as quality control throughout all aspects of operations.

### *Chief Marketing Officer (CMO)*

During the first year of operations, the responsibilities of the CMO will be filled through a collective effort between the CEO and COO. The company will hire a full-time CMO at the beginning of its second year. The CMO will be responsible for the hiring and effective use of the internal marketing team. He will be responsible for assembling the marketing teams and designating leadership roles within the teams across the three marketing domains. He will also be responsible for overseeing the “Vive” brand and ensuring its positioning is in line with the company’s long-term strategy. The CMO will also manage and allocate the company’s marketing budget with the assistance of the CFO.

### **Management Ownership and Compensation**

Initial ownership of the company will be divided equally amongst the three founders. Each founder will receive a salary of \$6,660 the first year. Salaries will be accrued throughout the first year and paid out semi-annually. During the second year, each officer will be paid a salary of \$25,000. This includes the addition of a full time CMO. Each officer will be paid a salary of \$36,000 during the third year of operations.

## **VIII. Overall Schedule**

Exhibit 8.1 depicts Vive’s overall schedule. The schedule consists of the tasks that need to be completed before operations can commence. Projected start and end dates are shown for each task.

Exhibit 8.1

<b>Vive Overall Schedule</b>		
<b>Task</b>	<b>Projected Start Date</b>	<b>Projected End Date</b>
<b>Accounting/Finance</b>		
Pitch to investors and acquire initial debt capital	4/28/2014	5/9/2014
Register LLC	5/5/2014	5/6/2014
File for trademark, permits, and insurance	5/5/2014	5/8/2014
<b>Operations</b>		
Purchase and install IS software and hardware	5/7/2014	6/26/2014
Develop website and app	5/7/2014	6/26/2014
Lease an office space	5/12/2014	6/4/2014
Select coffee bean supplier	5/12/2014	6/13/2014
Purchase and install coffee brewing equipment	5/14/2014	5/23/2014
Purchase employee uniforms	5/27/2014	6/6/2014
Hire drivers and baristas	5/30/2014	6/25/2014
Purchase initial three bicycles	6/16/2014	6/18/2014
Purchase initial inventory	6/23/2014	6/27/2014
Begin operations	6/30/2014	
<b>Marketing</b>		
Design of brand/logo	5/19/2014	6/6/2014
Select internal marketing team	6/9/2014	6/25/2014

## **IX. Assumptions/Risks**

### **Industry-related Assumptions/Risks**

- **Competition**
  - Vive assumes GoJoe will be its sole direct competitor at the commencement of operations.
  - Potential price-cutting by competitors may occur.
  - Due to the low barriers to entry, a constant threat of new entrants exists.
- **Differentiation**
  - Vive assumes its customers will perceive its coffee and delivery method to be of higher quality than that of its competitors.

- Vive assumes that the benefits of offering a wider product and service selection than its competitors outweigh the costs.
- Vive assumes that the benefits of operating longer hours than its competitors outweigh the costs.
- **Buyer Behavior**
  - Vive assumes its target segments are willing to pay a premium for convenience and saving time.
  - Vive assumes it will be able to successfully incentivize a change in behavior among its target segments.
- **High Volume/ Medium Margins**
  - Vive assumes it will be able to maintain high volumes to compensate for medium to low margins.
  - Vive assumes it will be able to establish a loyal customer base to secure cash flow.
- **Operating Efficiency**
  - Vive assumes it will be able to take advantage of technological advances and operate more efficiently than its competitors.
  - Vive assumes it will be able to serve all customers within the relevant geographical location in a timely manner.
  - Vive assumes it will be able to staff experienced bicyclists as its delivery drivers.
  - Vive assumes its delivery drivers will earn more than minimum wage through tips.
  - Vive assumes its product will be at a satisfactory temperature upon reaching the customer.
  - Vive assumes that its drivers will deliver at least five units per hour.
  - Vive assumes its baristas will be able to produce up to 50 units per hour.

#### **Financing and Investing-related Assumptions/ Risks**

- **Financing**
  - Vive assumes it will need no more than \$50,000 of startup financing.
  - Vive assumes it will be able to obtain desired debt financing through friends and family.
  - Vive assumes it will be able to obtain debt financing at an interest rate of 10%.
- **Investing**
  - Vive assumes it will be able to obtain the required equipment within its forecasted price ranges.
  - Vive assumes it will acquire additional equipment in January 2015 in order to expand its product mix.

#### **Revenue and Expense-related Assumptions/ Risks**

- **Marketing**
  - Vive assumes that its marketing team will be able to successfully create brand awareness and build a brand around the student culture.
  - Vive assumes it will be able to hire a full-time CMO by the beginning of its second year.

- **Sales Forecast**
  - Vive assumes sales will be subject to seasonality associated with the University of Florida academic calendar.
  - Vive assumes it will be able to capture 2.5% of its relevant market in the first year.
  - Vive assumes an average production location will be able to generate \$700,000 in annual sales revenue by its third year of operations.
  - Vive assumes it will be able to successfully implement the Gainesville growth strategy in other college towns with similar demographics.
- **Operating Expenses**
  - Vive assumes it will be able to lease a production location in the desired geographical area for a maximum of \$1,200 per month.

## **X. Financial Highlights**

### **Pro Forma Income Statement**

The pro forma income statements for years 1-3 can be found in Appendices G-I. The income statements assume:

- Sales forecasts take into account seasonality as determined by management.
- Cost of goods sold includes per unit calculations of direct materials, labor, and indirect materials. Labor and indirect materials were allocated at a standard rate based on budgeted figures for each month.
- Marketing costs and office expense are based on an annual budgeted amount accrued evenly throughout the year.
- Marketing sales commission and credit card processing fees are based on a percentage of sales.
- Delivery driver wages assume 5 units delivered hourly per driver for year 1 and 6 units delivered hourly for years 2-3. Wages also account for seasonal changes in days of operation per month.
- Depreciation and amortization expense were calculated using a straight-line method.
- Salary expense accounts for the hiring of a full-time CMO in year 2 and a production location manager in year 3.
- Rent and utility expense accounts for the opening of new stores.
- Legal fees and logo/brand design are expensed in the first month of year 1.

### **Pro Forma Statement of Cash Flows**

The pro forma statement of cash flows for years 1-3 can be found in Appendices J-L. The statement of cash flows assumes:

- Salaries will be disbursed semi-annually for year 1 and monthly for years 2-3.
- Interest payments will be accrued monthly and paid semi-annually.

- Sales tax liability is paid the month after it is incurred.

### **Pro Forma Balance Sheet**

The pro forma balance sheet for years 1-3 can be found in Appendix M. The balance sheet assumes:

- Inventory is calculated as a percentage of projected cost of goods sold for the following month.
- PP&E and intangible assets account for a product mix expansion in January 2015 and the opening of new stores in July 2015, and July 2016.
- Long-term debt assumes the company will be initially financed with \$50,000. It also assumes additional loans for the opening of new stores and purchases of new equipment.

### **XI. Proposed Company Offering**

Vive will need to raise \$50,000 in debt financing in order to commence operations. Vive will acquire this initial financing through friends and family. The company will require a minimum investment of \$5,000. The loan will pay 10% interest on a semiannual basis. The term of the loan will be four years with the last interest payment and repayment of the principal at the end of the term.

**Appendix A**

Q1. What is your gender?

- Male
- Female

Q2. Are you a student of the University of Florida?

- Yes
- No

Q3. What is your current year?

- Freshman
- Sophomore
- Junior
- Senior
- Graduate Student

Q4. On average, how many cups of coffee do you consume in a week?

- 1 cup
- 2 to 3 cups
- 4 to 6 cups
- 7 or more cups
- I do not drink coffee

Q5. What time/s of day do you typically drink coffee? Select all that apply.

- 6:00 am to 9:00 am
- 9:00 am to 12:00 pm
- 12:00 pm to 3:00 pm
- 3:00 pm to 6:00 pm
- 6:00 pm to 9:00 pm
- 9:00 pm to 12:00 am
- 12:00 am to 3:00 am

## Appendix B

Q6. On average, how much do you spend per cup of coffee?

- Less than \$1.00
- \$1.00 to \$2.00
- \$2.00 to \$3.00
- \$3.00 to \$4.00
- \$4.00 to \$5.00
- Over \$5.00

Q7. What is the primary reason/s you drink coffee? Select all that apply.

- Enhance energy and focus
- Taste
- To socialize
- To stay awake
- Other (please describe)

Q8. What are your primary considerations when purchasing a cup of coffee? Select all that apply.

- Brand
- Price
- Taste
- Convenience
- Caffeine content

Q9. On average, how many energy drinks do you consume in a week?

- 1 can
- 2 cans
- 3 cans
- 4 or more cans
- I only drink energy drinks around exam weeks
- I do not drink energy drinks

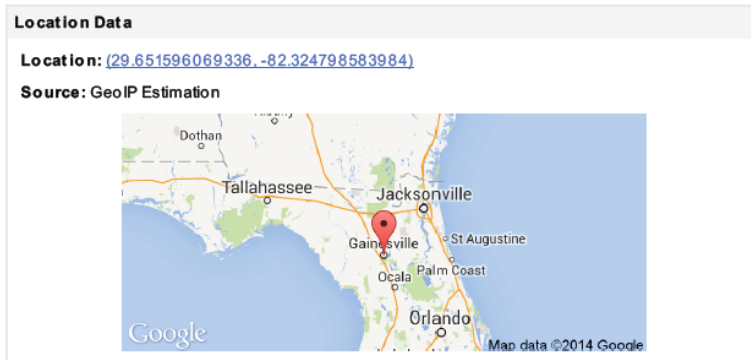
## Appendix C

Q10. What time/s of day do you typically drink energy drinks? Select all that apply.

- 6:00 am to 9:00 am
- 9:00 am to 12:00 pm
- 12:00 pm to 3:00 pm
- 3:00 pm to 6:00 pm
- 6:00 pm to 9:00 pm
- 9:00 pm to 12:00 am
- 12:00 am to 3:00 am

Q14. Would you use a service that delivers your favorite coffee or energy drinks to you for a small fee?

- Yes, very often
- Yes, sometimes
- Yes, but only around exam weeks
- No



## Appendix D

# Daniel Varona

(561) 255-9236 | dvarona@ufl.edu

## EDUCATION

**University of Florida Hough Graduate School of Business** **Gainesville, FL**  
*Master of Science in Finance* **May 2015**

**University of Florida Warrington College of Business Administration** **Gainesville, FL**  
*Bachelor of Science in Business Administration-Finance* **December 2014**

- **GPA:** 3.40/4.00
- **GMAT:** 690
- **Relevant Coursework:** Venture Finance, Asset Allocation & Investment Strategy, Corporate Financial Modeling, Fixed Income Security Valuation, Business Finance, Financial Accounting, Managerial Accounting

## WORK EXPERIENCE

**Rodrigo Mendes, BJJ** **Coral Springs, FL**  
*Assistant Instructor* **August 2011 - Present**

- Took over the Brazilian Jiu-Jitsu instructor's teaching responsibilities in his absence, teaching Jiu-Jitsu classes of 6 to 15 kids, ages 4 through 16
- Contributed to an increase in student enrollment from 6 to 20+ kids through advertising, and by providing engaging and entertaining Jiu-Jitsu classes
- Resolved conflicts and ensured safe practices amongst the kids

## LEADERSHIP EXPERIENCE

**Gator Student Investment Fund** **Gainesville, FL**  
*Consumer Sector Analyst* **January 2013 - Present**

- Performed extensive research and fundamental analysis on consumer sector companies
- Created detailed stock pitches with a team of 3 other analysts
- Pitched consumer sector stocks to the fund's review board in order to invest in the \$150,000 fund

**Delta Tau Delta Fraternity** **Gainesville, FL**  
*Rush Chairman* **March 2013 - September 2013**

- Developed a new summer recruitment strategy with objective goals and incentives; this strategy doubled the summer recruitment retention rate
- Allocated a \$12,000 budget across several different rush and recruitment events
- Planned and directed the first Greek summer philanthropy, "Delt Dodgeball", benefitting JDRF

**Delta Tau Delta Fraternity** **Gainesville, FL**  
*Philanthropy Chairman* **October 2012 - September 2013**

- Fundraised over \$10,000 for several charities during Fall 2012 and Spring 2013
- Organized and led the participation of a 136-man chapter in over 12 different philanthropic events and competitions

## ADDITIONAL INFORMATION

**Languages:** Fluent in Spanish (written and spoken)

**Certifications:** Certified Microsoft Office Specialist in Excel 2010 and Access 2010, Bloomberg Essentials (Equity) Certified

**Interests:** Startup Ventures, Financial Markets, Economics, Psychology, Philanthropy, Brazilian Jiu-Jitsu

## Appendix E

# Daniel (DJ) Staub

(561) 339-9258 | djstaub@ufl.edu

## EDUCATION

**University of Florida, College of Agricultural and Life Sciences** **Gainesville, FL**  
*Bachelor of Science, Human Nutrition* **May 2015**  
 • GPA: 3.89/4.00

## WORK EXPERIENCE

**University of Florida Clinical Nutrition Lab** **Gainesville, FL**  
*Research Assistant* **August 2012 - Present**

- Conducted in-person screenings and assessments of participants
- Assisted in the write up and editing of several research papers and received the distinction of being a published coauthor in a prominent nutrition journal
- Administered phone screenings and interviews of potential participants
- Traveled to elementary schools throughout Alachua County to work with children for the purposes of data collection

**Florida Facial Surgery Center** **Tampa, FL**  
*Surgical Assistant* **May 2011 – August 2011**

- Conducted patient consultations
- Verified patient histories and recorded patient vital signs
- Sterilized surgical room and equipment prior to and following surgeries
- Assisted Dr. David McDonald during oral and maxillofacial surgeries

## LEADERSHIP EXPERIENCE

**College of Agricultural and Life Sciences** **Gainesville, FL**  
*Ambassador* **August 2013 - Present**

- Traveled throughout the state to speak at high schools, community colleges, and trade events in order to spread awareness of all the college has to offer
- Presented to over 500 students at CALS orientation seminars and led small group discussions afterwards
- Served as a representative of the college at important events including ceremonies, banquets, and alumni gatherings

**American Student Dental Association** **Gainesville, FL**  
*Board of Directors* **August 2013 - Present**

- Planned and coordinated the club's involvement in several major service projects throughout the semester
- Presented at meetings and addressed members' questions regarding service events
- Held office hours twice a week to collect dues and field member's general questions and concerns

**Delta Tau Delta Fraternity** **Gainesville, FL**  
*New Member Educator* **August 2013 – November 2013**

- Educated 36 new members on the history and values of the fraternity
- Contributed to the production and implementation of a new 17-page pledge education manual
- Drafted a syllabus for each week and led meetings throughout the program

## ADDITIONAL INFORMATION

**Awards:** IFAS Summer Internship Award, University Scholars Program Award, College of Agricultural and Life Sciences Dean's List

**Interests:** Entrepreneurship, Nutrition, Fitness, Diving, Fishing

## Appendix F

**MIKE MCCLURE**

(561) 670-4074 | michaelmclure@ufl.edu

**EDUCATION**

**University of Florida Fisher School of Accounting** **Gainesville, FL**  
*Bachelor of Science in Accounting* **May 2015**  
 • GPA: 3.71/4.0

**WORK EXPERIENCE**

**Oxbow Carbon LLC** **West Palm Beach, FL**  
*Summer Intern* **July 2013-August 2013**

- Interned directly with the accounting, tax, and treasury, gaining valuable knowledge of the company's corporate structure
- Worked with accounting software programs, such as Oracle and Solomon, preparing batches of invoices for data entry and transferring financial data from subsidiary to parent accounts to formulate consolidated reports
- Maintained an audit trail by referencing source documents to support the company's financial transactions recorded in its accounts
- Conducted accounting research using the Financial Accounting Standards Board Codification application, identified relevant information, and formed conclusions on how to account for certain transactions
- Created PowerPoint decks for the heads of the tax department to be presented at the Global Leaders Conference delivered to an audience of more than 50 people

**Rapids Water Park** **West Palm Beach, FL**  
*Cash Office Responsible* **May 2013-August 2013**

- Managed over \$100,000 cash on a daily basis, collecting and distributing money tills to employees and providing change for registers
- Entrusted with signing deposit slips and sending deposits of over \$50,000 to the bank daily
- Accumulated revenue from the park's 7 different departments, entered the data, and exported the entries to Excel to develop daily sales reports
- Consulted with the managers of each department to resolve any discrepancies between cash proceeds reported and actual cash collected

**University of Florida, RecSports** **Gainesville, FL**  
*Intramural Sports Referee* **January 2013-April 2013**

- Communicated effectively with partners and formulated split-second calls
- Presided over the game from a neutral point of view and enforced the rules of sportsmanship, officiating approximately 8 games per week

**ACTIVITIES**

**Delta Tau Delta Fraternity** **Gainesville, FL**  
*Brotherhood Committee* **September 2013-Present**

- Collaborated with other members of the committee to plan and organize 5 events and tournaments throughout the semester to increase brotherhood morale

**Delta Tau Delta Fraternity** **Gainesville, FL**  
*Pledge Class Treasurer* **January 2012-May 2012**

- Budgeted over \$1,000 in funds to be distributed for various projects throughout the semester
- Administered the collections of currency, verifying that the appropriate amount was collected through efficient record-keeping

**ADDITIONAL INFORMATION**

**Honors**-National Society of Collegiate Scholars, Dean's List (Fall 2011, Spring 2012), International Baccalaureate diploma

**Certifications**-Microsoft Office Specialist in Excel and Access

**Interests**-Moviemaking software (i.e. Apple's iMovie, Windows Moviemaker), Pittsburgh Steelers, Miami Heat, Cross Country, Survivor

Appendix G

<b>Vive Delivery, LLC</b>													
<b>Income Statement</b>													
For the Fiscal Year Ending June 30, 2015													
	July '14	Aug '14	Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	June '15	FY 15
<b>Sales Revenue</b>	\$ 1,547.76	\$ 2,251.29	\$ 24,000.00	\$ 36,000.00	\$ 18,000.00	\$ 24,000.00	\$ 30,000.00	\$ 60,000.00	\$ 40,000.00	\$ 40,000.00	\$ 10,000.00	\$ 10,000.00	\$ 295,799.06
Less: Sales Discounts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Sales	\$ 1,547.76	\$ 2,251.29	\$ 24,000.00	\$ 36,000.00	\$ 18,000.00	\$ 24,000.00	\$ 30,000.00	\$ 60,000.00	\$ 40,000.00	\$ 40,000.00	\$ 10,000.00	\$ 10,000.00	\$ 295,799.06
Cost of Goods Sold	\$ 2,565.50	\$ 1,576.00	\$ 7,559.48	\$ 10,427.22	\$ 5,693.61	\$ 6,983.48	\$ 8,657.35	\$ 17,270.07	\$ 11,513.38	\$ 11,513.38	\$ 3,749.78	\$ 3,941.78	\$ 91,451.02
Gross Profit	\$ (1,017.74)	\$ 675.29	\$ 16,440.52	\$ 25,572.78	\$ 12,306.39	\$ 17,016.52	\$ 21,342.65	\$ 42,729.93	\$ 28,486.62	\$ 28,486.62	\$ 6,250.22	\$ 6,058.22	\$ 204,348.04
Gross Margin (%)	N/A	30.00%	68.50%	71.04%	68.37%	70.90%	71.14%	71.22%	71.22%	71.22%	62.50%	60.58%	69.08%
<b>Operating Expenses:</b>													
Selling Expenses													
Marketing Costs	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00
Marketing Sales Commission	\$ 154.78	\$ 225.13	\$ 2,400.00	\$ 3,600.00	\$ 1,800.00	\$ 2,400.00	\$ 3,000.00	\$ 6,000.00	\$ 4,000.00	\$ 4,000.00	\$ 1,000.00	\$ 1,000.00	\$ 29,579.91
Delivery Driver Wages	\$ 1,200.00	\$ 1,440.00	\$ 8,160.00	\$ 11,640.00	\$ 8,040.00	\$ 11,400.00	\$ 11,880.00	\$ 21,360.00	\$ 16,680.00	\$ 12,960.00	\$ 4,680.00	\$ 4,200.00	\$ 113,640.00
Credit Card Processing Fees	\$ 38.69	\$ 56.28	\$ 600.00	\$ 900.00	\$ 450.00	\$ 600.00	\$ 750.00	\$ 1,500.00	\$ 1,000.00	\$ 1,000.00	\$ 250.00	\$ 250.00	\$ 7,394.98
Depreciation Expense (Coffee Brewing Equipment)	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 625.00
Depreciation Expense (Transportation Equipment)	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 150.00
Administrative Expenses													
Salary Expense	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 20,000.00
Office Expense	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,000.00
Rent & Utilities Expense	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 14,400.00
Employee Related Expenses	\$ 221.52	\$ 162.24	\$ 661.44	\$ 893.88	\$ 622.44	\$ 834.60	\$ 884.52	\$ 1,610.14	\$ 1,232.03	\$ 990.23	\$ 397.80	\$ 379.08	\$ 8,889.91
Amortization Expense	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 666.67
Total Operating Expenses	\$ 5,653.88	\$ 5,922.54	\$ 15,860.33	\$ 21,072.77	\$ 14,951.33	\$ 19,273.49	\$ 20,615.91	\$ 34,571.53	\$ 27,013.41	\$ 23,051.61	\$ 10,429.19	\$ 9,930.47	\$ 208,346.46
<b>Income from Operations</b>	\$ (6,671.61)	\$ (5,247.25)	\$ 580.19	\$ 4,500.01	\$ (2,644.94)	\$ (2,256.97)	\$ 726.74	\$ 8,158.41	\$ 1,473.21	\$ 5,435.01	\$ (4,178.97)	\$ (3,872.25)	\$ (3,998.42)
<b>Other Revenue (Expenses)</b>													
Interest Expense	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 5,312.50
Legal Fees	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500.00
Logo/Brand Design	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300.00
Total Other	\$ (2,216.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (416.67)	\$ (7,112.50)
<b>Net Income</b>	\$ (8,888.28)	\$ (5,663.91)	\$ 163.53	\$ 4,083.35	\$ (3,061.60)	\$ (2,673.63)	\$ 310.08	\$ 7,679.24	\$ 994.04	\$ 4,955.84	\$ (4,658.14)	\$ (4,351.42)	\$ (11,110.92)

Appendix H

<b>Vive Delivery, LLC</b>													
<b>Income Statement</b>													
For the Fiscal Year Ending June 30, 2016													
	July '15	Aug '15	Sep '15	Oct '15	Nov '15	Dec '15	Jan '16	Feb '16	Mar '16	Apr '16	May '16	June '16	FY '16
<b>Sales Revenue</b>	\$ 47,500.00	\$ 47,500.00	\$ 95,000.00	\$ 142,500.00	\$ 71,250.00	\$ 95,000.00	\$ 71,250.00	\$ 142,500.00	\$ 95,000.00	\$ 95,000.00	\$ 23,750.00	\$ 23,750.00	\$ 950,000.00
Less: Sales Discounts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Sales	\$ 47,500.00	\$ 47,500.00	\$ 95,000.00	\$ 142,500.00	\$ 71,250.00	\$ 95,000.00	\$ 71,250.00	\$ 142,500.00	\$ 95,000.00	\$ 95,000.00	\$ 23,750.00	\$ 23,750.00	\$ 950,000.00
Cost of Goods Sold	\$ 15,387.47	\$ 13,672.14	\$ 27,344.27	\$ 41,016.41	\$ 20,508.20	\$ 27,344.27	\$ 20,508.20	\$ 41,016.41	\$ 27,344.27	\$ 27,344.27	\$ 8,365.73	\$ 8,749.73	\$ 278,601.39
Gross Profit	\$ 32,112.53	\$ 33,827.86	\$ 67,655.73	\$ 101,483.59	\$ 50,741.80	\$ 67,655.73	\$ 50,741.80	\$ 101,483.59	\$ 67,655.73	\$ 67,655.73	\$ 15,384.27	\$ 15,000.27	\$ 671,398.61
Gross Margin (%)	67.61%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	64.78%	63.16%	70.67%
<b>Operating Expenses:</b>													
Selling Expenses													
Marketing Costs	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 24,000.00
Marketing Sales Commission	\$ 4,750.00	\$ 4,750.00	\$ 9,500.00	\$ 14,250.00	\$ 7,125.00	\$ 9,500.00	\$ 7,125.00	\$ 14,250.00	\$ 9,500.00	\$ 9,500.00	\$ 2,375.00	\$ 2,375.00	\$ 95,000.00
Delivery Driver Wages	\$ 12,240.00	\$ 25,560.00	\$ 26,760.00	\$ 38,400.00	\$ 26,400.00	\$ 37,560.00	\$ 23,400.00	\$ 42,240.00	\$ 33,120.00	\$ 25,560.00	\$ 9,360.00	\$ 8,280.00	\$ 308,880.00
Credit Card Processing Fees	\$ 1,187.50	\$ 1,187.50	\$ 2,375.00	\$ 3,562.50	\$ 1,781.25	\$ 2,375.00	\$ 1,781.25	\$ 3,562.50	\$ 2,375.00	\$ 2,375.00	\$ 593.75	\$ 593.75	\$ 23,750.00
Depreciation Expense (Coffee Brewing Equipment)	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 2,000.00
Depreciation Expense (Transportation Equipment)	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 200.00
Administrative Expenses													
Salary Expense	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 100,000.00
Office Expense	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
Rent & Utilities Expense	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 24,000.00
Employee Related Expenses	\$ 1,082.64	\$ 1,836.94	\$ 2,090.49	\$ 3,022.63	\$ 1,979.32	\$ 2,792.49	\$ 1,784.32	\$ 3,272.23	\$ 2,503.89	\$ 2,012.49	\$ 795.60	\$ 750.36	\$ 23,923.38
Amortization Expense	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 1,666.67
Total Operating Expenses	\$ 32,415.70	\$ 46,490.00	\$ 53,881.04	\$ 72,390.69	\$ 50,441.12	\$ 65,383.04	\$ 47,246.12	\$ 76,480.29	\$ 60,654.44	\$ 52,603.04	\$ 26,279.91	\$ 25,154.67	\$ 609,420.05
<b>Income from Operations</b>	\$ (303.16)	\$ (12,662.14)	\$ 13,774.68	\$ 29,092.91	\$ 300.67	\$ 2,272.68	\$ 3,495.67	\$ 25,003.31	\$ 7,001.28	\$ 15,052.68	\$ (10,895.64)	\$ (10,154.40)	\$ 61,978.56
<b>Other Revenue (Expenses)</b>													
Interest Expense	\$ 479.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 8,500.00
Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Logo/Brand Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other	\$ (479.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (729.17)	\$ (8,500.00)
<b>Net Income</b>	\$ (782.33)	\$ (13,391.30)	\$ 13,045.52	\$ 28,363.74	\$ (428.49)	\$ 1,543.52	\$ 2,766.51	\$ 24,274.14	\$ 6,272.12	\$ 14,323.52	\$ (11,624.81)	\$ (10,883.57)	\$ 53,478.56

Appendix I

<b>Vive Delivery, LLC</b>													
<b>Income Statement</b>													
For the Fiscal Year Ending June 30, 2017													
	July '16	Aug '16	Sep '16	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	June '17	FY 17
<b>Sales Revenue</b>	\$ 95,000.00	\$ 95,000.00	\$ 190,000.00	\$ 285,000.00	\$ 142,500.00	\$ 190,000.00	\$ 142,500.00	\$ 285,000.00	\$ 190,000.00	\$ 190,000.00	\$ 47,500.00	\$ 47,500.00	\$ 1,900,000.00
Less: Sales Discounts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Sales</b>	\$ 95,000.00	\$ 95,000.00	\$ 190,000.00	\$ 285,000.00	\$ 142,500.00	\$ 190,000.00	\$ 142,500.00	\$ 285,000.00	\$ 190,000.00	\$ 190,000.00	\$ 47,500.00	\$ 47,500.00	\$ 1,900,000.00
Cost of Goods Sold	\$ 30,774.93	\$ 27,344.27	\$ 54,688.55	\$ 82,032.82	\$ 41,016.41	\$ 54,688.55	\$ 41,016.41	\$ 82,032.82	\$ 54,688.55	\$ 54,688.55	\$ 16,731.47	\$ 17,499.47	\$ 557,202.78
<b>Gross Profit</b>	\$ 64,225.07	\$ 67,655.73	\$ 135,311.45	\$ 202,967.18	\$ 101,483.59	\$ 135,311.45	\$ 101,483.59	\$ 202,967.18	\$ 135,311.45	\$ 135,311.45	\$ 30,768.53	\$ 30,000.53	\$ 1,342,797.22
<b>Gross Margin (%)</b>	67.61%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	71.22%	64.78%	63.16%	70.67%
<b>Operating Expenses:</b>													
Selling Expenses													
Marketing Costs	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 42,000.00
Marketing Sales Commission	\$ 9,500.00	\$ 9,500.00	\$ 19,000.00	\$ 28,500.00	\$ 14,250.00	\$ 19,000.00	\$ 14,250.00	\$ 28,500.00	\$ 19,000.00	\$ 19,000.00	\$ 4,750.00	\$ 4,750.00	\$ 190,000.00
Delivery Driver Wages	\$ 24,480.00	\$ 51,120.00	\$ 53,640.00	\$ 76,680.00	\$ 52,800.00	\$ 75,000.00	\$ 46,920.00	\$ 84,360.00	\$ 66,240.00	\$ 51,120.00	\$ 18,720.00	\$ 16,560.00	\$ 617,640.00
Credit Card Processing Fees	\$ 2,375.00	\$ 2,375.00	\$ 4,750.00	\$ 7,125.00	\$ 3,562.50	\$ 4,750.00	\$ 3,562.50	\$ 7,125.00	\$ 4,750.00	\$ 4,750.00	\$ 1,187.50	\$ 1,187.50	\$ 47,500.00
Depreciation Expense (Coffee Brewing Equipment)	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 4,000.00
Depreciation Expense (Transportation Equipment)	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 300.00
Administrative Expenses													
Salary Expense	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 14,500.00	\$ 174,000.00
Office Expense	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 8,000.00
Rent & Utilities Expense	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 48,000.00
Employee Related Expenses	\$ 2,165.28	\$ 3,673.89	\$ 4,188.77	\$ 6,037.46	\$ 3,958.63	\$ 5,577.17	\$ 3,576.43	\$ 6,536.66	\$ 5,007.77	\$ 4,024.97	\$ 1,591.20	\$ 1,500.72	\$ 47,838.97
Amortization Expense	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 3,666.67
<b>Total Operating Expenses</b>	\$ 61,850.84	\$ 89,999.44	\$ 104,909.33	\$ 141,673.02	\$ 97,901.69	\$ 127,657.73	\$ 91,639.49	\$ 149,852.22	\$ 118,328.33	\$ 102,225.53	\$ 49,579.26	\$ 47,328.78	\$ 1,182,945.63
<b>Income from Operations</b>	\$ 2,374.23	\$ (22,343.72)	\$ 30,402.13	\$ 61,294.17	\$ 3,581.91	\$ 7,653.73	\$ 9,844.11	\$ 53,114.97	\$ 16,983.13	\$ 33,085.93	\$ (18,810.72)	\$ (17,328.24)	\$ 159,851.59
<b>Other Revenue (Expenses)</b>													
Interest Expense	\$ 729.17	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 11,958.33
Legal Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Logo/Brand Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other</b>	\$ (729.17)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (1,020.83)	\$ (11,958.33)
<b>Net Income</b>	\$ 1,645.06	\$ (23,364.55)	\$ 29,381.29	\$ 60,273.33	\$ 2,561.07	\$ 6,632.89	\$ 8,823.27	\$ 52,094.13	\$ 15,962.29	\$ 32,065.09	\$ (19,831.56)	\$ (18,349.08)	\$ 147,893.26

Appendix J

<b>Vive Delivery, LLC</b>												
<b>Statement of Cash Flows</b>												
For the Fiscal Year Ending June 30, 2015												
	July '14	Aug '14	Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	June '15
<b>Cash flows from operating activities</b>												
Net income	\$ (8,888.28)	\$ (5,663.91)	\$ 163.53	\$ 4,083.35	\$ (3,061.60)	\$ (2,673.63)	\$ 310.08	\$ 7,679.24	\$ 994.04	\$ 4,955.84	\$ (4,658.14)	\$ (4,351.42)
Add (deduct) noncash effects on operating income												
Depreciation Expense	\$ 33.33	\$ 33.33	\$ 33.33	\$ 33.33	\$ 33.33	\$ 33.33	\$ 95.83	\$ 95.83	\$ 95.83	\$ 95.83	\$ 95.83	\$ 95.83
Amortization Expense	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56	\$ 55.56
Change in Inventory	\$ (520.00)	\$ (5,023.48)	\$ (2,771.74)	\$ 4,157.61	\$ (1,385.87)	\$ (1,385.87)	\$ (6,929.35)	\$ 4,619.57	\$ -	\$ 6,929.35	\$ -	\$ (8,661.68)
Change in Accrued Interest	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ (2,083.33)	\$ 416.67	\$ 479.17	\$ 479.17	\$ 479.17	\$ 479.17	\$ (2,333.33)
Change in Sales Tax Payable	\$ 96.74	\$ 43.97	\$ 1,359.29	\$ 750.00	\$ (1,125.00)	\$ 375.00	\$ 375.00	\$ 1,875.00	\$ (1,250.00)	\$ -	\$ (1,875.00)	\$ -
Change in Accrued Salaries	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ (8,333.33)	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ (8,333.33)
Net cash provided by operating activities	\$ (7,139.32)	\$ (8,471.20)	\$ 923.30	\$ 11,163.18	\$ (3,400.25)	\$ (14,012.28)	\$ (4,009.55)	\$ 16,471.03	\$ 2,041.26	\$ 14,182.41	\$ (4,235.92)	\$ (23,528.38)
<b>Cash flows from investing activities</b>												
Purchase of equipment	\$ (4,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (7,500.00)	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase of software	\$ (10,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net cash used by investing activities	\$ (14,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (7,500.00)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cash flows from financing activities</b>												
Borrowing of loan	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500.00	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net cash provided by financing activities	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500.00	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net increase (decrease) in cash</b>	\$ 28,860.68	\$ (8,471.20)	\$ 923.30	\$ 11,163.18	\$ (3,400.25)	\$ (14,012.28)	\$ (4,009.55)	\$ 16,471.03	\$ 2,041.26	\$ 14,182.41	\$ (4,235.92)	\$ (23,528.38)
<b>Cash balance at beginning of period</b>	\$ -	\$ 28,860.68	\$ 20,389.48	\$ 21,312.78	\$ 32,475.96	\$ 29,075.71	\$ 15,063.43	\$ 11,053.88	\$ 27,524.90	\$ 29,566.17	\$ 43,748.58	\$ 39,512.66
<b>Cash balance at end of period</b>	\$ 28,860.68	\$ 20,389.48	\$ 21,312.78	\$ 32,475.96	\$ 29,075.71	\$ 15,063.43	\$ 11,053.88	\$ 27,524.90	\$ 29,566.17	\$ 43,748.58	\$ 39,512.66	\$ 15,984.28

Appendix K

<b>Vive Delivery, LLC</b>												
<b>Statement of Cash Flows</b>												
For the Fiscal Year Ending June 30, 2016												
	July '15	Aug '15	Sep '15	Oct '15	Nov '15	Dec '15	Jan '16	Feb '16	Mar '16	Apr '16	May '16	June '16
<b>Cash flows from operating activities</b>												
Net income	\$ (782.33)	\$ (13,391.30)	\$ 13,045.52	\$ 28,363.74	\$ (428.49)	\$ 1,543.52	\$ 2,766.51	\$ 24,274.14	\$ 6,272.12	\$ 14,323.52	\$ (11,624.81)	\$ (10,883.57)
Add (deduct) noncash effects on operating income												
Depreciation Expense	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33
Amortization Expense	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89	\$ 138.89
Change in Inventory	\$ -	\$ (10,971.47)	\$ (10,971.47)	\$ 16,457.20	\$ (5,485.73)	\$ 5,485.73	\$ (16,457.20)	\$ 10,971.47	\$ -	\$ 16,457.20	\$ -	\$ (16,457.20)
Change in Accrued Interest	\$ 479.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ (3,395.83)	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ 729.17	\$ (3,645.83)
Change in Sales Tax Payable	\$ 2,343.75	\$ -	\$ 2,968.75	\$ 2,968.75	\$ (4,453.13)	\$ 1,484.38	\$ (1,484.38)	\$ 4,453.13	\$ (2,968.75)	\$ -	\$ (4,453.13)	\$ (859.38)
Change in Accrued Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 2,362.81	\$ (23,311.38)	\$ 6,094.19	\$ 48,841.08	\$ (9,315.96)	\$ 5,440.02	\$ (14,123.68)	\$ 40,750.12	\$ 4,354.76	\$ 31,832.11	\$ (15,026.54)	\$ (31,523.75)
<b>Net cash provided by operating activities</b>												
<b>Cash flows from investing activities</b>												
Purchase of equipment	\$ (10,500.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase of software	\$ (10,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ (20,500.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net cash used by investing activities</b>												
<b>Cash flows from financing activities</b>												
Borrowing of loan	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net cash provided by financing activities</b>												
<b>Net increase (decrease) in cash</b>	\$ 11,862.81	\$ (23,311.38)	\$ 6,094.19	\$ 48,841.08	\$ (9,315.96)	\$ 5,440.02	\$ (14,123.68)	\$ 40,750.12	\$ 4,354.76	\$ 31,832.11	\$ (15,026.54)	\$ (31,523.75)
<b>Cash balance at beginning of period</b>	\$ 15,984.28	\$ 27,847.09	\$ 4,535.71	\$ 10,629.90	\$ 59,470.98	\$ 50,155.01	\$ 55,595.03	\$ 41,471.35	\$ 82,221.47	\$ 86,576.23	\$ 118,408.34	\$ 103,381.79
<b>Cash balance at end of period</b>	\$ 27,847.09	\$ 4,535.71	\$ 10,629.90	\$ 59,470.98	\$ 50,155.01	\$ 55,595.03	\$ 41,471.35	\$ 82,221.47	\$ 86,576.23	\$ 118,408.34	\$ 103,381.79	\$ 71,858.04

Appendix L

<b>Vive Delivery, LLC</b>												
<b>Statement of Cash Flows</b>												
For the Fiscal Year Ending June 30, 2017												
	July '16	Aug '16	Sep '16	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	June '17
<b>Cash flows from operating activities</b>												
Net income	\$ 1,645.06	\$ (23,364.55)	\$ 29,381.29	\$ 60,273.33	\$ 2,561.07	\$ 6,632.89	\$ 8,823.27	\$ 52,094.13	\$ 15,962.29	\$ 32,065.09	\$ (19,831.56)	\$ (18,349.08)
Add (deduct) noncash effects on operating income												
Depreciation Expense	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33	\$ 358.33
Amortization Expense	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56	\$ 305.56
Change in Inventory	\$ -	\$ (21,942.93)	\$ (21,942.93)	\$ 32,914.40	\$ (10,971.47)	\$ 10,971.47	\$ (32,914.40)	\$ 21,942.93	\$ -	\$ 32,914.40	\$ -	\$ -
Change in Accrued Interest	\$ 729.17	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ (4,812.50)	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ 1,020.83	\$ (5,104.17)
Change in Sales Tax Payable	\$ (1,387.64)	\$ (5,796.79)	\$ (4,437.50)	\$ (9,625.00)	\$ (16,687.50)	\$ (7,406.25)	\$ (2,968.75)	\$ 8,906.25	\$ (5,937.50)	\$ -	\$ (8,906.25)	\$ (2,343.75)
Change in Accrued Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net cash provided by operating activities	\$ 1,650.48	\$ (49,419.56)	\$ 4,685.58	\$ 85,247.46	\$ (23,413.17)	\$ 6,049.50	\$ (25,375.16)	\$ 84,628.04	\$ 11,709.51	\$ 66,664.22	\$ (27,053.08)	\$ (25,133.10)
<b>Cash flows from investing activities</b>												
Purchase of equipment	\$ (21,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase of software	\$ (20,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net cash used by investing activities	\$ (41,000.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cash flows from financing activities</b>												
Borrowing of loan	\$ 35,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net cash provided by financing activities	\$ 35,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net increase (decrease) in cash</b>	\$ (4,349.52)	\$ (49,419.56)	\$ 4,685.58	\$ 85,247.46	\$ (23,413.17)	\$ 6,049.50	\$ (25,375.16)	\$ 84,628.04	\$ 11,709.51	\$ 66,664.22	\$ (27,053.08)	\$ (25,133.10)
<b>Cash balance at beginning of period</b>	\$ 71,858.04	\$ 67,508.52	\$ 18,088.97	\$ 22,774.54	\$ 108,022.00	\$ 84,608.83	\$ 90,658.33	\$ 65,283.17	\$ 149,911.21	\$ 161,620.72	\$ 228,284.94	\$ 201,231.85
<b>Cash balance at end of period</b>	\$ 67,508.52	\$ 18,088.97	\$ 22,774.54	\$ 108,022.00	\$ 84,608.83	\$ 90,658.33	\$ 65,283.17	\$ 149,911.21	\$ 161,620.72	\$ 228,284.94	\$ 201,231.85	\$ 176,098.75

Appendix M

<b>Vive Delivery, LLC</b>						
<b>Balance Sheet</b>						
<small>As of June 30, 2017</small>						
	As of December 31, 2014	As of June 30, 2015	As of December 31, 2015	As of June 30, 2016	As of December 31, 2016	As of June 30, 2017
<b>Assets</b>						
<b>Current Assets</b>						
Cash	\$ 15,063.43	\$ 15,984.28	\$ 55,595.03	\$ 71,858.04	\$ 90,658.33	\$ 176,098.75
Inventory						
Coffee Beans	\$ 2,665.13	\$ 4,219.80	\$ 6,329.69	\$ 8,439.59	\$ 12,659.39	\$ 4,219.80
Cups/Lids/Sleeves	\$ 2,132.11	\$ 3,375.84	\$ 5,063.75	\$ 6,751.67	\$ 10,127.51	\$ 3,375.84
Sugar and Cream	\$ 2,132.11	\$ 3,375.84	\$ 16,457.20	\$ 6,751.67	\$ 10,127.51	\$ 3,375.84
<b>Property, Plant, and Equipment</b>						
Coffee Brewing Equipment	\$ 2,500.00	\$ 10,000.00	\$ 20,000.00	\$ 20,000.00	\$ 40,000.00	\$ 40,000.00
Less: Accumulated Depreciation	\$ (125.00)	\$ (625.00)	\$ (1,625.00)	\$ (2,625.00)	\$ (4,625.00)	\$ (6,625.00)
Transportation Equipment	\$ 1,500.00	\$ 1,500.00	\$ 2,000.00	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00
Less: Accumulated Depreciation	\$ (75.00)	\$ (150.00)	\$ (250.00)	\$ (350.00)	\$ (500.00)	\$ (650.00)
<b>Intangible Assets</b>						
Information Systems and Software Devel	\$ 10,000.00	\$ 10,000.00	\$ 20,000.00	\$ 20,000.00	\$ 40,000.00	\$ 40,000.00
Less: Accumulated Amortization	\$ (333.33)	\$ (666.67)	\$ (1,500.00)	\$ (2,333.33)	\$ (4,166.67)	\$ (6,000.00)
Total Assets	<u>\$ 35,459.44</u>	<u>\$ 47,014.08</u>	<u>\$ 110,677.23</u>	<u>\$ 130,492.64</u>	<u>\$ 197,281.06</u>	<u>\$ 256,795.22</u>
<b>Liabilities and Owners' Equity</b>						
<b>Current Liabilities</b>						
Notes Payable (Current Portion)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accrued Interest on Notes Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Payable	\$ 1,500.00	\$ 625.00	\$ 5,937.50	\$ 625.00	\$ (44,715.68)	\$ (55,965.68)
Accrued Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Long-Term Debt</b>						
Notes Payable (Less Current Portion)	\$ 50,000.00	\$ 57,500.00	\$ 87,500.00	\$ 87,500.00	\$ 122,500.00	\$ 122,500.00
Total Liabilities	<u>\$ 51,500.00</u>	<u>\$ 58,125.00</u>	<u>\$ 93,437.50</u>	<u>\$ 88,125.00</u>	<u>\$ 77,784.32</u>	<u>\$ 66,534.32</u>
<b>Owners' Equity</b>						
Paid-in Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings	\$ (16,040.56)	\$ (11,110.92)	\$ 17,239.73	\$ 42,367.64	\$ 119,496.75	\$ 190,260.90
Total Owners' Equity	<u>\$ (16,040.56)</u>	<u>\$ (11,110.92)</u>	<u>\$ 17,239.73</u>	<u>\$ 42,367.64</u>	<u>\$ 119,496.75</u>	<u>\$ 190,260.90</u>
Total Liabilities and Owners' Equity	<u>\$ 35,459.44</u>	<u>\$ 47,014.08</u>	<u>\$ 110,677.23</u>	<u>\$ 130,492.64</u>	<u>\$ 197,281.06</u>	<u>\$ 256,795.22</u>

## **References**

IBIS World. (2013). *Couriers and Local Delivery Services in the US*. IBIS World Inc.