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**Executive Summary:**

[Special Delivery Inc.] is a new courier service company in [Phoenix, AZ]. The company specializes in local, same-day deliveries, which are not usually offered by bigger courier services.

Currently, [Special Delivery Inc.] only offers ground deliveries and messengers within the state of Arizona. The company’s goal is to become the top courier service company in Arizona and to ensure that each service rendered can compete with the leading companies.

**Company Overview:**

**Mission Statement:** To establish a world-class courier company that offers services at affordable prices.

**Philosophy:** Guided by the right values and professional ethics, [Special Delivery Inc.] cultivates a work environment that provides a humane and sustainable living for the employees, which translates to better customer service.

**Vision:** To build a courier service company that has an active presence all over the world.

**Outlook:** As the population continues to grow, the demand for reliable, cost-effective courier services will also continue to grow. Furthermore, more and more clients now require faster services especially on deliveries for medical specimens, legal documents, and spare parts.

**Type of Industry:** Courier Industry

**Business Structure:** Sole Proprietorship

**Ownership:** Sole Proprietorship, [Mark M. Rodriguez]

**Start-Up Summary**: The total start-up cost for Special Delivery Inc. is [$242,366.38]. The owner, [Mark M. Rodriguez], will invest an amount of [$112,366.38]. In addition, a business loan amount of [$130,000.00] is at the final stages of its application process and is expected to be credited to the company’s account any moment from now. The amount that will be invested in the company will be used for operational expenses, rent, advertising, and delivery vans.

|  |  |
| --- | --- |
| **Start-Up Funding** | |
| Start-Up Expenses | $ 47,961.26 |
| Start-Up Assets | $ 194,405.12 |
| **Total Funding Required** | **$ 242,366.38** |
|  | |
| Assets |  |
| Non-Cash Assets from Start-Up | $ 159,063.89 |
| Cash Requirements from Start-up | $ 33,520.51 |
| Additional Cash Raised | $ - |
| Cash Balance on Starting Date | $ 1,820.72 |
| **Total Assets** | **$ 194,405.12** |
|  | |
| Capital |  |
| Planned Investment |  |
| Owner | $ 112,366.38 |
| Other | $ 130,000.00 |
| Additional Investment Requirement | $ - |
| **Total Planned Investment** | **$ 242,366.38** |
| Loss at Start-Up (Start-Up Expenses) | $ 47,961.26 |
| **Total Capital** | **$ 194,405.12** |
| Liabilities | $ 47,961.26 |
| **Total Capital and Liabilities** | **$ 242,366.38** |
|  | |
| **Start-Up** | |
| Requirements | |
| Start-Up Expenses | |
| Rent | $ 8,245.45 |
| Advertising | $ 2,313.52 |
| Legal Fees | $ 1,811.10 |
| Staff Training | $ - |
| Insurance | $ 2,889.51 |
| Other | $ 32,701.68 |
| **Total Start-Up Expenses** | **$ 47,961.26** |
|  | |
| Start-Up Assets | |
| Cash Required | $ 35,341.23 |
| Start-Up Inventory | $ - |
| Other Current Assets | $ 49,476.26 |
| Long-Term Assets | $ 109,587.63 |
| **Total Assets** | **$ 194,405.12** |
| **Total Requirements (Total Start-Up Expenses + Total Assets)** | **$ 242,366.38** |

**Management Team:**

|  |  |  |
| --- | --- | --- |
| **Management Team** | **Role/Function** | **Skills** |
| Marie C. Lamoureux | Administrative and Human Resources Manager | Technology, Communication, Organization, and Office Coordination |
| Margaret C. Harsh | Transport and Logistics Manager | Transportation, Stock Control, Warehousing, and Monitoring |

**Short- and Long-Term Goals and Milestones:**

|  |  |
| --- | --- |
| **Short-Term Goals** | **Milestones** |
| * Remodeling of the facility | * Completed on January 22, 2019 |
| * Business loan application | * In progress |
| **Long-Term Goals** | **Milestones** |
| * Graphic designs | * Submissions are expected on or before March 7, 2019 |
| * Creation of an official website | * The starting date is still to be determined |

**Products and Services**

**Product/Service Description: [**Special Delivery Inc.] is a profit-oriented company that offers the following services:

* Ground deliveries
* Express messengers
* Delivering of time-sensitive documents
* Packing and sorting operations

**Value Proposition:** At [Special Delivery Inc.,] the client’s best interest always comes first, ensuring that the company’s customer service is second to none in [Arizona]. It makes sure your packages are delivered fast and efficient like no other.

**Pricing Strategy: [**Special Delivery Inc.] offers its courier services at a price below the average market rate. To maximize profits, the company keeps the overhead low and collects advance payments. Moreover, the company offers special discounts to loyal customers.

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**Execution**

**Marketing Plan: [**Special Delivery Inc.] has a long-term plan to open new branches across the globe, which is why the company’s sales and marketing team will carefully build the company’s brand before venturing out. The plan is to explore each available option to promote business, such as placing ads on both print and electronic media platforms and sponsoring relevant community programs every month. These promotional activities will not only win over clients but will also effectively expose the company’s brand.

**Market Research:** The future of Special Delivery Inc. lies in the number of loyal customers. Fortunately, most adults need the services of a courier, may it be for personal or business reasons. Combine this with the growing number of population and businesses in Arizona, the company believes that the key to a successful courier service company is to offer services that are not usually available from the bigger companies — local, same-day deliveries and medical specimen deliveries.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SWOT Analysis** | **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| Special Delivery Inc. | * Offers same-day deliveries * Excellent customer service * Affordable prices | * Lacks financial capacity to compete with bigger companies * Offers a narrow range of services | * A lot of people and businesses need to send time-sensitive documents and parcels | * Economic downturn * New competitors |
| Fast City Courier | * World-class brand * Offers a wide range of services | * Expensive prices * Congested facilities | * New customers always recognize world-class brands first | * Companies that offer high-quality service faster and at an affordable rate |
| Courier ASAP | * Has the biggest courier facility in the US | * Has yet to expand globally | * Large facilities attract more customers | * Companies that are expanding their businesses faster |

**Marketing Strategy:** The first part of the marketing strategy of [Special Delivery Inc.] is to introduce the company by hosting an opening party, sending invitation letters alongside a brochure to households, corporate organizations, and [key stakeholders] in the whole of [Arizona]. This will cement the foundation of the company’s brand. The second part involves online advertising and offering of special discounts.

|  |  |  |  |
| --- | --- | --- | --- |
| **Marketing Strategy** | **Activities** | **Timeline** | **Success Criteria** |
| Opening party | * Host an opening party * Hand out customer discounts for early birds | February 22, 2019 | The company’s opening week has a surge of customers. |
| Online advertising | * Hire an online marketing team | March 2019 | The online marketing team is formed within March 2019. |
| Introduce discount days | * Create a plan for giving out discounts without sacrificing profits. | March 2019 | The final draft is submitted on March 31, 2019. |

**Organizational Structure:**

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**Operational Plan:**

**Location and Facilities**

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**Tools and Equipment Checklist**

|  |  |
| --- | --- |
| **Software** | **Quantity** |
| **QuickBooks** | **4** |
| **Evernote** | **1** |
| **Hardware** | **Quantity** |
| **Auto Repair Tool Kit** | **7** |
| **Spare Tire** | **13** |

**IT Infrastructure**

The following table reflects the current status or condition of the IT infrastructure of [Special Delivery Inc.]

|  |  |  |
| --- | --- | --- |
| **Infrastructure** | **Existing (Y/N)** | **Description** |
| Social Media | Y | The company has Facebook and Instagram accounts. |
| Latency Proof | Y | Network connections suffer from a delay. |
| Zero Downtime | N | There has been no business disruption due to the network. |
| High-Performance Storage | N | Storage is limited at this time. Need to evaluate how much more needs to be invested for both backup and storage. |

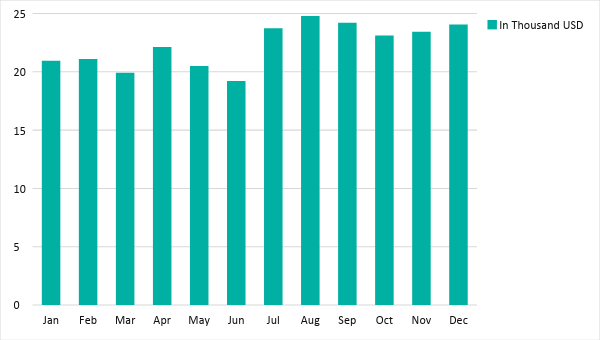
**Financial Plan**

**Assumptions**

There will always be individuals or corporate organizations who need the services of a courier, whether it is for personal or business reasons. That said, [Special Delivery Inc.] is optimistic that the company will meet its income goal for the first twenty-four months of operation.

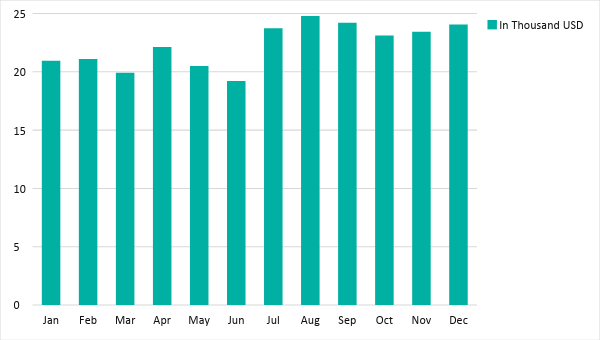
**Monthly Expense**

The chart shows the projected monthly expenses for [2019].



**Monthly Revenue**

The chart depicts the projected monthly revenues for 2019.



**Business Financing**

[Special Delivery Inc.] is a family business that is owned and financed by [Mark M. Rodriguez], his immediate family members, and a business loan. The company does not intend to welcome any external business partner, restricting the start-up capital to only three major sources.

**Statements**

|  |  |  |  |
| --- | --- | --- | --- |
| **Profit and Loss Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Sales | $ 242,833.70 | $ 339,967.18 | $ 577,944.21 |
| Direct Cost of Sale | $ 31,568.38 | $ 44,195.73 | $ 63,573.86 |
| Other Cost of Sale | $ 21,855.03 | $ 23,797.70 | $ 28,897.21 |
| **Total Cost of Goods Sold or COGS (Sales - Direct Cost of Sale - Other Cost of Sale)** | $ 53,423.41 | $ 67,993.43 | $ 92,471.07 |
| **Gross Profit (Sales-Total Cost of Goods Sold)** | $ 189,410.29 | $ 271,973.75 | $ 485,473.14 |
| **Gross Margin % (Gross Profit/Sales)** | **78.00%** | **80.00%** | **84.00%** |
|  |  |  |  |
| **Operating Expenses** | **Operating Expenses** |  |  |
| Rent | $ 98,945.40 | $ 111,808.30 | $ 126,343.38 |
| Insurance | $ 2,889.51 | $ 3,265.15 | $ 3,689.62 |
| Utilities | $ 1,833.96 | $ 2,072.37 | $ 2,341.78 |
| Salary (Including Tax) | $ 37,324.80 | $ 52,254.72 | $ 88,833.02 |
| Maintenance & Supplies | $ 3,567.63 | $ 4,031.42 | $ 4,555.50 |
| **Total Operating Expenses** | **$ 144,561.30** | **$ 173,431.96** | **$ 225,763.30** |
|  |  |  |  |
| EBITDA (Total Cost of Sale-Total Operating Expenses) | $ 44,848.99 | $ 98,541.79 | $ 259,709.84 |
| Depreciation | $ 4,000.00 | $ 4,000.00 | $ 4,000.00 |
| Interest Expense | $ 13,258.72 | $ 19,038.16 | $ 33,983.12 |
| Taxes Paid | $ 24,623.34 | $ 35,356.59 | $ 63,111.51 |
| **Net Profit (Gross Profit - Operating Expenses - Taxes - Interest)** | **$ 6,966.93** | **$ 44,147.04** | **$ 162,615.21** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Cash | $ 242,833.70 | $ 339,967.18 | $ 577,944.21 |
| Accounts Receivable | $ 8,095.59 | $ 12,490.37 | $ 9,019.90 |
| Inventory | $ 6,026.10 | $ 5,401.54 | $ 6,719.84 |
| Other Current Assets | $ 49,476.26 | $ 52,353.10 | $ 41,473.99 |
| **Total Current Assets** | **$ 306,431.65** | **$ 410,212.19** | **$ 635,157.94** |
|  | | | |
| Long-Term Assets | $ 109,587.63 | $ 98,679.37 | $ 107,220.54 |
| Accumulated Depreciation | $ 14,246.39 | $ 12,828.32 | $ 13,938.67 |
| **Total Long-Term Assets (Long-Term Assets-Accumulated Depreciation)** | $ 95,341.24 | $ 85,851.05 | $ 93,281.87 |
| **Total Assets (Total Current Assets + Total Long-Term Assets)** | **$ 401,772.89** | **$ 496,063.24** | **$ 728,439.81** |
|  | | | |
| Accounts Payable | $ 136,270.20 | $ 164,063.02 | $ 215,176.40 |
| Notes Payable | $ 8,291.10 | $ 9,368.94 | $ 10,586.90 |
| Other | $ - | $ - | $ - |
| **Total Liabilities** | **$ 144,561.30** | **$ 173,431.96** | **$ 225,763.30** |
|  | | | |
| Paid-in Capital | $ 112,366.38 | $ 126,974.01 | $ 143,480.63 |
| Retained Earnings | $ 349,201.69 | $ 868,194.46 | $ 1,807,339.48 |
| **Total Owner's Equity (Total Assets - Total Liabilities)** | **$ 257,211.59** | **$ 322,631.28** | **$ 502,676.51** |
| **Total Liabilities & Equity (Total Liabilities/Total Owner's Equity)** | **56.20%** | **53.76%** | **44.91%** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Operating Cash Beginning | $ 87,438.92 | $ 126,373.37 | $ 124,027.38 |
|  | | | |
| **Sources of Cash** | $ - | $ - | $ - |
| Receivables | $ 8,095.59 | $ 12,490.37 | $ 9,019.90 |
| Sales | $ 242,833.70 | $ 339,967.18 | $ 577,944.21 |
| Others | $ - | $ - | $ - |
| **Total Cash** | $ 338,368.21 | $ 478,830.92 | $ 710,991.49 |
|  | | | |
| **Expenditures** | | | |
| Rent | $ 98,945.40 | $ 111,808.30 | $ 126,343.38 |
| Insurance | $ 2,889.51 | $ 3,265.15 | $ 3,689.62 |
| Utilities | $ 1,833.96 | $ 2,072.37 | $ 2,341.78 |
| Salary (Including Tax) | $ 37,324.80 | $ 52,254.72 | $ 88,833.02 |
| Maintenance & Supplies | $ 3,567.63 | $ 4,031.42 | $ 4,555.50 |
| **Total Expenditures** | $ 144,561.30 | $ 173,431.96 | $ 225,763.30 |
| **Net Income/Loss (Total Cash - Total Expenditures)** | **$ 193,806.91** | **$ 305,398.96** | **$ 485,228.19** |