

Business Plan
RoverLink
A customizable collar that maximizes safety of the owner and the pet



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Executive Summary

RoverLink
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<p>Management: Titles: General Manager Administrative Assistant Operations Manager Marketing Manager Human Resources Manager</p> <p>Industry: Pet Care</p> <p>Number of Employees: 35 Full-Time</p> <p>Amount of Financing Sought: 2 million at inception and 1.3 million at the end of year 1.</p> <p>Investment Sources: Private Equity</p> <p>Use of Funds: Down payment for warehouse/assembly plant, purchase of equipment, and day-to-day operations in year one and two.</p> <p>Product/service selling price: \$75.00.</p>	<p>Business Description: RoverLink is an S Corporation headquartered in City Center, PA. We manufacture a smart dog collar equipped with an LED light that tracks your pet's location and steps. Customers' awareness of their pet is our top priority.</p> <p>Product/Services: Our product is a nylon dog collar with TPU-encased smart technology that pairs with a companion app via Bluetooth.</p> <p>Competitive Advantage: The RoverLink dog collar creates convenience for an owner by relaying and recording data on location and activity and features a light to assist with vision at night. There is also an option to customize the collar with custom name embroidery on the RoverLink website.</p> <p>Markets: We are primarily targeting millennials and Generation Z. The millennial group of focus is a population of health-conscious individuals who promote a healthy lifestyle. The Generation Z segment consists of young professionals who range from the ages of 18 to 25. We have a potential market size of 32 million households. The growth rate of millennials and Generation Z is a 1% annual increase. Our projected annual revenue is \$14,427,000 at the end of year one.</p>
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Distribution Channels: Our product will reach our consumers through a channel partner; Petco and will be delivered directly through a website. RoverLink will partner with Petco and ship collars directly to their warehouses for distribution among Petco store locations. We will also sell directly to consumers through a website that allows additional custom name embroidery to be added to the product at no extra cost.

Competition: Our strongest competitors include Tractive, Halo, and FitBark. Each has slightly different technological features that include GPS, LED lights, and pet health information. Although we also provide some of those same product features, we do so without a subscription and offer free custom embroidery of the pet's name on our website, whereas our competitors only offer different collar color options.

Financial Projections (Unaudited):

	2024	2025	2026	2027	2028
Revenue:					
(dollars in thousands)	14,427,000.	50,067,720.	85,156,740.	139,015,392.	177,259,680
EBIT:	(368,027).	8,608,706.	16393037.	30,825,454.	40,859,156

Narrative

Elevator Pitch

Our innovative, smart dog collar and companion app combine durability and advanced technology to give you nighttime visibility and constant awareness of your pet's steps, all while being customized to fit your pet's personality. Envision a collar that is more than a stylish identification, serving as a gateway to assured safety, unparalleled convenience, and a profound understanding of your cherished pet. Upgrade your pet parenting journey the stylish way with RoverLink.

Product/Service Description

The collar itself is made of nylon and is equipped with metal hardware, which ensures the collar's durability. The GPS, accelerometer, and Bluetooth module are encased and protected in TPU. The LED light is located at the front of the TPU case where an opening allows light to shine through. The collar comes in black, navy blue, and a warm pink as well as three sizes of small, medium, and large so that it fits every breed and size of dog. The unit variable cost of the product is \$40.84. Customers who shop on our website can add custom embroidery, which has a variable cost of \$0.02 on average depending on the size of -the name.

Competitive Advantage

We are the only smart dog collar to offer free custom embroidery and operate without a subscription plan. Not requiring a subscription plan allows us to offer more flexibility with our customers and affords us an opportunity for market expansion. Our primary competitor, Halo Collar, offers GPS technology, limited customizability, and a companion app. However, these features come at a higher price and require a subscription.

Value Proposition

There is a sufficient amount of value in a company that manufactures products in this pet product market. The annual growth in this market is substantial, as the technology industry as a whole continues to blossom. The compound annual growth rate is approximately 8.5% for the smart collar market. Any investor will see this and be more than willing to take a chance on this company.

Business Strategy

Our business strategy is focused on cost leadership. We are selling our product at the lowest possible price with features that appeal to a niche market. Upfront, our sale price is lower than most other smart dog collars on the market, and unlike our competitors, we don't require a subscription plan to use our companion app. RoverLink collar integrates cutting edge technologies, including Bluetooth, GPS tracking, and step tracking. Thus, the price of a collar at \$75 allows consumers to purchase a product that is technologically advanced, convenient, and customizable at a cost-friendly price.

Business Location

RoverLinks headquarters are located at 1801 Market Street Office 2550, Center City, PA. This location is also known as, "the geographical heart of Philadelphia" due to its economic activity, cultural institutions, and vibrant, urban culture. Our warehouse will be 30 minutes south of our headquarters in Springfield, PA. Springfield, PA is a regulatory environment that assures the safety, health, and welfare of the community. This ensures our employees and warehouse are in an environment where they can thrive. By placing our warehouse in Springfield, we are ensuring our employees can be safe, have access to a top-rated school district, and live affordably. We prioritize our employees when placing our location in PA. The headquarters location relative to our warehouse location allows for quick transportation of managers to travel to and from when necessary.

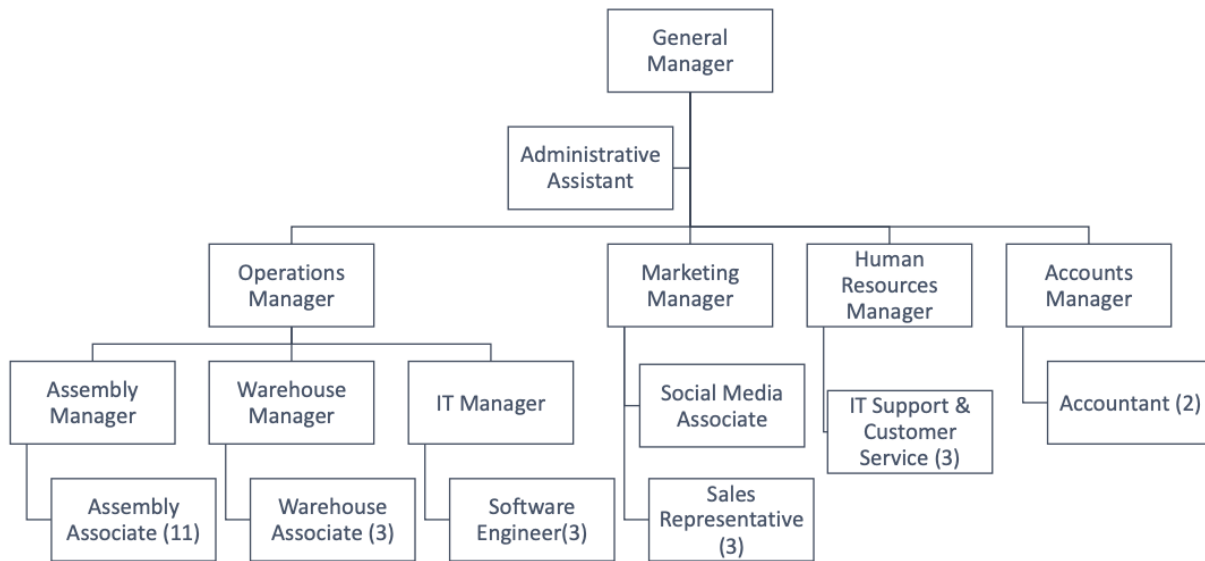
Outsourcing

We will be outsourcing components that make up our collar including the accelerometer, GPS chip, LED light, and lithium-ion rechargeable battery through suppliers from the United States, Switzerland, and China. We will also be outsourcing our legal services to Profitec Partners, located in Collingswood, NJ. The services provided include contract management, document review, and further legal assistance. Outsourcing these components and services reduces our costs while maintaining premium quality and a high level of insurance to produce our product.

Financial Performance

In our first year, our net income was 378,067 under break even. This was due to the expenses we incurred to start our production process. After year 1, our net income exponentially blossomed. This is due to our market segments growing annually, along with our projected market share growth. By the end of year 3, our net income was over 16 million, and by year 5, it was nearly 41 million.

EXHIBIT 1: Organizational Chart



Comments:

- **Outsourcing legal:** We are outsourcing a legal team from Profitec Partners, as they are a well-known, and trustworthy legal firm in the Philadelphia area. This allows us to keep costs low while having a highly skilled legal team.

Recruitment:

Recruitment for positions will be conducted through employee referrals and online job postings. We will utilize online platforms such as LinkedIn and Indeed to find employees with communication skills, integrity, and driven worth ethic. The operations manager, marketing manager, human resources manager, and an accounts manager are responsible for overseeing the hiring and training processes within their segments. Employee candidates are to participate in an interview process, then put through a thorough training process by the manager of their department.

EXHIBIT 2: Employee Cost Chart

Position (Salary/Wage - W) (Full-time Assumed, Part-time - PT %)	Salary or Wage for position	Bonus or Commission	# for position	Projected End of Year 2 Salary or Wage including bonus/co mm. Each	Projected End of Year 2 Salary or Wage including bonus/co mm. all positions	FICA	FUTA*	SUTA	WC	Mandatory Deductions - Total	Benefits - Health Cost	Benefits - Retirement Cost	Benefits - Any other Benefit Cost	Benefits - Total	Total Cost per Employee	Total Cost for All Employees
General Manager	250000	62500	1	312500	312500	23906	42	376	3125	27449	12480	13500	2000	27,980	367,929	367,929
Administrative Assistant	45000	11250	1	56250	56250	4303	42	376	563	5284	12480	6750	2000	21,230	82,764	82,764
Operations Manager	125000	31250	1	156250	156250	11953	42	376	1563	13934	12480	13500	2000	27,980	198,164	198,164
Marketing Manager	115000	28750	1	143750	143750	10997	42	376	1438	12852	12480	13500	2000	27,980	184,582	184,582
Human Resource Manager	85000	21250	1	106250	106250	8128	42	376	1063	9609	12480	12750	2000	27,230	143,089	143,089
Accounting Manager	100000	25000	1	125000	125000	9563	42	376	1250	11231	12480	13500	2000	27,980	164,211	164,211
Assembly Manager	75000	18750	1	93750	93750	7172	42	376	938	8527	12480	11250	2000	25,730	128,007	128,007
Warehouse Manager	95000	23750	1	118750	118750	9084	42	376	1188	10690	12480	13500	2000	27,980	157,420	157,420
IT Manager	125000	31250	1	156250	156250	11953	42	376	1563	13934	12480	13500	2000	27,980	198,164	198,164
Social Media Manager	60,000	15000	1	75000	75000	5738	42	376	750	6906	12480	13500	2000	27,980	109,886	109,886
IT Support & Customer Service (3)	50000	12500	3	62500	187500	14344	126	1128	1875	17473	37440	27000	6000	70,440	91,804	275,413
Accountant (2)	65000	16250	2	81250	162500	12431	84	752	1625	14892	24960	15000	4000	43,960	110,676	221,352
Sales Representatives (3)	45,000	69539	3	114539	343617	26287	126	1128	3436	30977	37440	29250	6000	72,690	149,095	447,284
Software Engineer	95000	23750	3	118750	356250	27253	126	1128	3563	32070	37440	40500	6000	83,940	157,420	472,260
Warehouse Associate	35000	300	4	35300	141200	10802	168	1504	1412	13886	49920	54000	8000	111,920	66,751	267,006
Totals			25		2,534,817	193,914	1,050	9,400	25,348	229,712	312,000	291,000	16,000	653,000		3,417,529

We give 15 paid vacation/sick days 15 cents per unit sold at retail locations *Bonuses: Position/s: all other employees= 25% of salary, except warehouse associate, they get \$300. Commissions: All sales employees=

Holidays off: All 11 Federal Holidays are given off.

Other Benefits: (include cost and descriptions for each): We offer company trips to the eagles games.

EXHIBIT 3: Market Segmentation/Target Market Analysis

<p>Segment: Middle Class Health Fanatics</p> <p>Size: 21 million households</p> <p>Growth: 1% annual growth</p> <p>Description: While utilizing psychographic segmentation, health-conscious millennial pet owners become one of our targets. This segment is typically middle aged and makes a strong effort to promote their own healthy lifestyle. This segment takes pride in their own healthy lifestyle and utilizes technology such as Fitbit and Apple watches. As they promote the health of their pets as well, we give them an opportunity to connect with their pet through a dog collar that tracks its activity.</p> <p>Priority: 1</p> <p>Justification for Targeting: In the US, caring about your health has become a trend and is continuing to rise. "The pet-owning demographic includes young pet owners and families centered around their pets. Shoppers are generally aged between 45 and 64 but the majority of pet store revenue comes from millennials and boomers." With increasing numbers of pet owners, specifically in millennials, the demand for pet monitoring products is increasing as well. "The rise in awareness about pet health among pet owners, the increase in product innovation and sophisticated technology, and a high percentage of tech-savvy owners are some other significant factors driving the growth of the pet wearable market in North America" (15). Targeting a segment group that already invests in technology for fitness purposes will drive this market further.</p>	<p>Segment: Pet Focused Young Professionals</p> <p>Size: 11 million households</p> <p>Growth: 1% annual growth</p> <p>Description: While utilizing demographical segmentation, generation Z adults from ages 18 to 25 are to be targeted. This segment we approach is one without a family or children yet. This demographic is typically 1-10 years out of college and have at least a \$60,000 annual income.</p> <p>Priority: 1</p> <p>Justification for Targeting: Nearly a quarter of generation X adults wait to have a kid, and many opt to getting pets instead. One poll states that seven in ten young adults would prefer to adopt a pet than raise a child. This younger generation is already tech savvy and enjoys spoiling their pets. "Gen Z pet owners are the most likely to spoil their pets with birthday cakes(34%), birthday presents (32%), and clothing or costumes(32%)." A survey from Weave suggests that 34% of pet owners want to see similar technology to that us used routinely in human medicine. These individuals are the most prominent age group to use social media, therefore, they will be the ideal group to target with their reachable qualities.</p>
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EXHIBIT 4: Market Quantification

Year	Total Market Potential (No. of Customers)*	Market Share**	Annual purchase frequency* **	Total Annual Unit Sales	Indirect Channel Price	Direct Channel (Retail) Price	Annual \$ Revenue
2024	51,000,000	0.500%	0.2	255,000	\$58.00	\$75.00	\$19,125,000.00
2025	51,510,000	1.500%	0.2	772,650	\$58.00	\$75.00	\$57,948,750.00
2026	52,020,000	2.500%	0.2	1,300,500	\$58.00	\$75.00	\$97,537,500.00
2027	52,530,000	4.000%	0.2	2,101,200	\$58.00	\$75.00	\$157,590,000.00
2028	53,040,000	5.000%	0.2	2,652,000	\$58.00	\$75.00	\$198,900,000.00

Forecasting By Month	Units	Revenue \$
Jun	25,000	\$1,875,000
Jul	25,000	\$1,875,000
Aug	25,000	\$1,875,000
Sep	17,000	\$1,275,000
Oct	17,000	\$1,275,000
Nov	30,000	\$2,250,000
Dec	30,000	\$2,250,000
Jan	17,000	\$1,275,000
Feb	17,000	\$1,275,000
Mar	17,000	\$1,275,000
Apr	17,000	\$1,275,000
May	18,000	\$1,350,000
TOTALS		\$19,125,000

Total Addressable Market:

The TAM for annual sales is 51 million sales. This is from the market size of 32 million households in our market segments multiplied by the average of 1.6 dogs per household in the two market segments.

Market Share:

From our survey, we had approximately 22% of people say they would be extremely likely and approximately 20% of people say they would be extremely like to switch from a normal dog collar to our smart dog collar. We believe that within our 5-year period, we should be able to get to 4-5% of the market share. Of the two proxy firms, Chewy dog food company and Atlas pet company, we can estimate that our starting share of the market will be around 0.5% of the market.

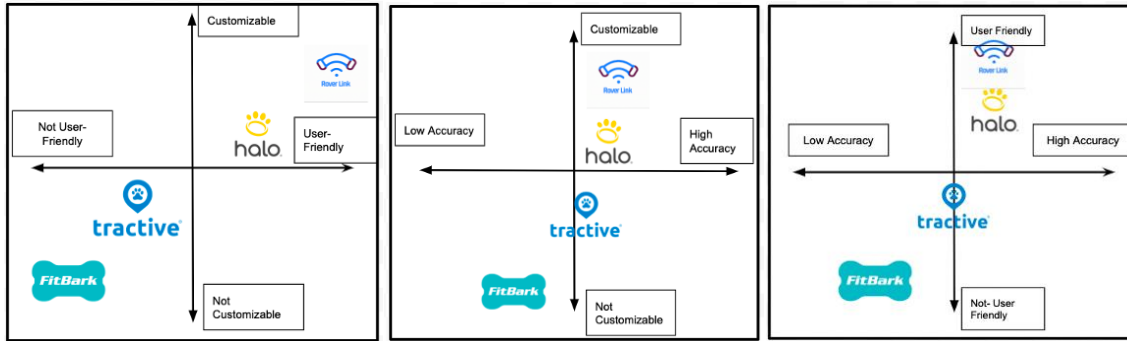
Annual Unit Sales:

We researched how often consumers purchase new dog collars or dog accessories. Nylon dog collars on average last 3-4 years. However, one of our core competencies is durability and quality, so we plan on improving the lifespan of our collar to 5 years on average.

Retail Price:

Our retail price for the RoverLink collar is \$75.00. Our indirect price is about \$58. Retail stores markup tech products roughly 20-50%, so we chose 30% as our retail markup estimate. In the next 5 years, we expect our wholesales to increase by 3% annually, according to the trend of the pet product industry.

EXHIBIT 5: Positioning/Competitive Analysis



Positioning: We chose three competitors that combine technology into the product of a dog collar to place into our positioning graph. RoverLink’s overall product strives to be a user-friendly device, with a customizable option and trusted accuracy. We provided customer reviews to justify RoverLink’s positioning to show strengths and weaknesses within our three competitors.

Competitor	Justification for User Friendly	Justification of Customization	Justification of Accuracy
Tractive	Amazon Review “The app is horridly slow. GPS constantly glitches and mistake’s location of pet by considerable amounts...The push notifications are very delayed at any time of the day.”	Tractive only comes in three colors: black, white, and beige.	Amazon Review “The activity tracking is interesting to say the least... If it’s going off of GPS movement then it’s utterly worthless.”
Halo	Trust Pilot Review “This collar has literally changed our lives! It is very easy to use-training the dogs is very easy if you follow the steps!”	Halo comes in four different colors: yellow, black, pink, and white. It comes in sizes small, medium, and large.	Trust Pilot Review “The dogs’ location is always accurate, and I like that I can see them on the map even if I can’t see them directly myself.”
FitBark	Amazon Review “It’s astounding how terrible the iOS app for the device is perhaps the worst app I’ve used in the past 10 years...its completely misleading and useless.”	FitBark has no option to customize the product and is only available in the color black.	Amazon Review “FitBark only registers that she walks 0.5-0.6 miles, so she never meets her fitness goal for the day. Not really worth it.”

Positioning Statement: Within the dog product company, many collars are simply made to fulfill the basic needs of connecting the leash to the dog collar. RoverLink differentiates itself by using a combination of a user-friendly companion app, customization beyond color choice, and trusted accuracy within our technology.

SWOT Analysis: Strengths: Our product is widely available to consumers both brick and mortar Petco locations and our online website. If shopping on our website, customers have the option to add custom name embroidery for free. Weaknesses: The collar has to a backup battery, but at certain points in time the battery not in use must be charged for its next use. Opportunities: Pet ownership has increased throughout the US creating a larger interested market to purchase the collar. Threats: Our competitors could potentially mimic our product by offering custom embroidery.

Exhibit 6: Marketing Mix

Product/Service Branding:

Our brand name for our innovative canine collar is RoverLink. Derived from the verb "to wander", the term "rover" encapsulates the essence of exploration. The word "link" serves as a guide to consumers to infer technological foundations are in the product. Along with this word meaning "link" represents the connection our collar makes between the pet and owner. Our product, equipped with GPS and a step monitor documents the geographical wanderings of dogs. Our brand represents the significance of pet well-being in any location. Our brand identity is connected to our mission statement, which centers around fostering a genuine human connection to the well-being of their pets. Our core reflects the unwavering commitment to the welfare of our furry companions.

Pricing						
	Year 1	Year 2	Year 3	Year 4	Year 5	
Key competitor Customer Price	\$999	\$999	\$699	\$699	\$649	Halo collar
Key competitor Customer Price	\$50	\$50	\$50	\$50	\$50	Tractive (before subscription)
Your Channel Price:	\$58	\$58	\$58	\$58	\$58	
Your Retail/Customer Price:	\$75	\$75	\$75	\$75	\$75	

We are using cost-plus pricing and value-based pricing for our product. Using cost-plus pricing aims RoverLink to have a profit margin between 10-15%, therefore, we will adjust our product prices based off this margin. Value-based pricing provides us that our customers are willing to pay between \$50-\$100, giving us a perceived value. Our price point is \$75.00, which allows us to hit our margin goals and falls within the price range of consumers satisfying both needs. We will be selling this product to Petco who will take roughly 20-25% which gives us our \$58.00 channel price.

Distribution/Location Strategy:

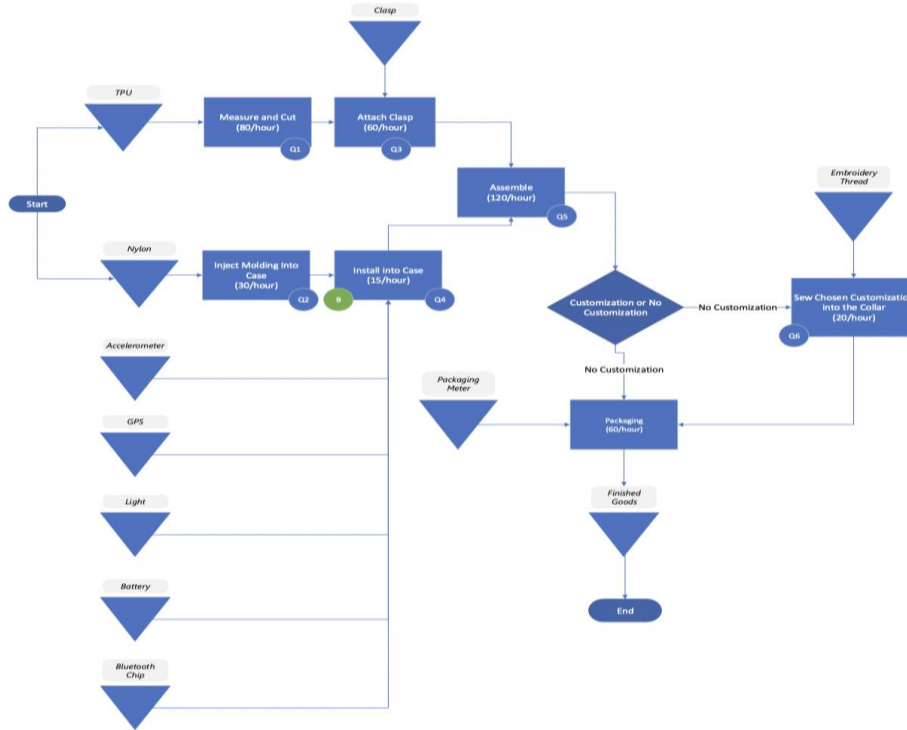
Our distribution strategy is multichannel as we will be using social media including TikTok, Instagram, twitter pages, along with dog magazines, and our website. This wide range of strategy's allows us to promote our collar across channels and allows our target market to view our product. A large portion of our sales will come from Petco, our main retailer, and our product website. Regarding the transportation from our manufacturing facility to Petco's warehouse, we decided it was best that we handle distribution to Petco's warehouse rather than going through a wholesaler or third-party logistics company. After researching, we concluded keeping our methods consistent and concise would allow us to maintain our brand image and MSRP price.

Promotional Strategy (in thousands of \$)						
	Year 1	Year 2	Year 3	Year 4	Year 5	
Total IMC Budget:	\$ 1,442,700.00	\$5,006,772.00	\$8,515,674.00	\$13,901,539.00	\$17,725,968.00	
Advertising Exp:	\$ 1,009,890.00	\$3,004,063.00	\$4,257,837.00	\$6,950,769.60	\$8,862,984.00	
Sales Promo Exp:	\$ 288,540.00	\$1,001,354.00	\$2,128,919.00	\$3,475,384.80	\$5,317,790.40	
PR Exp:	\$ 144,270.00	\$ 500,677.50	\$1,277,351.00	\$2,085,230.88	\$1,772,596.80	
Other Promo Exp:	\$ -	\$ 500,677.50	\$ 851,567.00	\$1,390,153.72	\$1,772,596.80	

Our promotional strategy is to utilize Meta, Tik Tok, and Google advertisements in addition to maintaining our own active social media accounts. Our goal in using those methods of advertising is to increase our brand awareness, educate potential customers on our product, and expand our customer base. Meta encompasses both Facebook and Instagram, which allows us to conveniently advertise our brands on both platforms. It also enables easy targeting of our desired audience through their ad manager. We plan to focus on our Instagram presence specifically because it is popular among younger people, who comprise our target market. It also has a 4.21% engagement rate, which is much higher than that of Facebook. In terms of pricing with Meta, they give brands control of their own budgets and utilize the amount designated. Google ads operate similarly to Meta ads. They also have bidding technology that would allow us to appear in relevant searches, therefore we would specifically utilize their search ad services.

Exhibit 7: Flow Chart

Quality Step	What is measured?	How often?	How will you ensure quality?
Q1	Measure and cut nylon.	80/hour	Material length will be checked for the correct accuracy for the sizes small, medium, and large.
Q2	Inject thermoplastic polyurethane to case.	30/hour	Mold design and maintenance performed to maintain and regularly inspect the molds recorded weight and prevent defects.
Q3	Attach clasp onto the nylon.	60/hour	Maintaining a clean work environment to minimize the risk of the clasp being damaged.
Q4	Install accelerometer, GPS, light, battery, Bluetooth chip into the case.	15/hour	Performing component inspection and verification along with ESD-safe practices that will keep the electronic components away from electrostatic discharge.
Q5	Assemble the case to nylon collar.	120/hour	Focus on component compatibility. If the pieces meet design specifications, they will fit together properly.
Q6	Embroider name into nylon.	20/hour	Checking for excess string and verifying that the name spelling matches the order.



Critical Resource	Brief Description	Unit Cost (appropriate unit)	How Many?
CR1: RX-80-SAL	RX-80-SAL: Stainless steel hot knife ideal for pet products. Cuts nylon in a straight line.	\$560.00/Unit	2
CR2: Sailrite Ultrafeed LSZ Walking Foot Sewing Machine	A sewing machine that can create straight and zigzag stitches. The machine can sew thick materials and has a dial to adjust speed.	\$1,245.00/Unit	2
CR3: Model 150A Plastic Injection Machine	This machine is an easy way to produce injection molding. This machine will be used for injecting TPU molding.	\$2,200/Unit	2
CR4: Electric Forklift (3-ton Capacity)	A transport machine that loads and unloads, transports, and performs heaving lifting.	\$4,200/ Unit	2
CR5: Bernina E16 Pro	Industrial embroidery sewing machine.	\$16,495/ Unit	1-2

Exhibit 8: Quality Assurance

Dimensions of Quality	Dimension Importance	Quality Steps on the Process Flowchart
Durability	In a survey sent out by Monro Pets, they asked the question, "What is important when buying a dog collar?" 25% of participants said that durability was important. Our collar is created to last, so owners do not need to repurchase the collar frequently.	Q1, Q2
Reliability	Our smart dog collar will have an accurate GPS tracking device, accelerometer, a Bluetooth module, as well as an LED powered light for the dark. Customers can rely on our technology to provide their pets' location, understand their activity levels, and maintain visibility while they are out in the dark or on a walk at night.	Q4, Q5
Convenience	In our companion app, pet owners will be able to see their pet's location, while turning on the light setting for walks at night.	Q4, Q5
Performance	For our product, we are using Bluetooth that will connect the smart dog collar to the companion app. This will provide live GPS tracking that will accurately track your dog. Battery life of RoverLink will increase the collars performance as it is easily replaceable with a backup battery.	Q5

Proactive Quality Assurance Plans

To provide the highest quality products RoverLink prioritizes a clean work environment, a component inspection step, and component compatibility checks. Having a clean work environment minimizes risk of products being damaged while being produced. Inspecting each product component before inserting them into the molding will reduce the chances of our collar facing a defect. Component compatibility allows us to ensure our individual product pieces can come together to make our collar as a successful unit.

Reactive Quality Assurance Plans

Our reactive quality assurance plans depend on the problem that arises. If an issue were to occur, we would solve the problem and make efforts to ensure the problem would not arise again. If a customer receives a poor-quality collar, then the customer will have to contact customer service, send pictures of the collar, and describe what the issue is. If the issue is technology based, then our IT support would provide the consumers with aid over the phone or email. If the collar itself is damaged, the consumer could ship it back to us and we would send them a new one.

Quality/process improvement methodology

NA TQM Six Sigma ISO Benchmarking

How ISO quality methodology relates to Seal Suitcase and how it will be applied:

We chose Six Sigma as it applies best to our business mission. Six Sigma focuses on improving quality, reducing prices, and increasing customer satisfaction. We plan on improving quality by making our collars out of a stronger and more durable nylon that lasts 30% longer than the average collar. Our price is lower than that of our competitors', all while providing advanced features and convenience to our consumers. Lastly, we are increasing customer satisfaction by equipping our collar with two interchangeable batteries and a free companion app.

Exhibit 9: Inventory, Suppliers, Distribution

RAW MATERIAL INVENTORY & SUPPLIER SELECTION

Item(s)	Supplier Name & Location	Reason for selecting this supplier	Supplier lead time	Frequency of replenishment	System of Management	Mode(s) of Transportation
GPS	Alibaba (Hangzhou, China)	When ordering over 5000 pieces, the unit price is \$9. According to the reviews the GPS is made well and accurate.	30 Days	60 Days	Fixed Order Interval	Highway Air
Bluetooth Module	Mouser Electronics (DFW Metroplex, Texas, USA)	Offers a reasonable price and will fulfill our connectivity needs.	180 Days	60 Days	Fixed Order Interval	Highway
Accelerometer	STM Microelectronics (Geneva, Switzerland)	Offers a compatible accelerometer for our collar. The lead time gives us time to create an estimate of the number of accelerometers for the next order.	150 Days	60 Days	Fixed Order Interval	Highway Air
Battery	Sparks Fun Electronics (Boulder, CO)	A quality battery that is functional for our product, and at a reasonable price. The unit price is \$5.50 per battery.	50 Days	60 Days	Fixed Order Interval	Highway
LED Light	Light House LED (Washington State)	Product comes with 3mm ultra bright light and the wires to connect to the battery and Bluetooth module.	3 Days	60 Days	Fixed order interval	Highway Air

FINISHED GOODS INVENTORY

	Finished goods produced. (per hour)	Frequency of shipping finished goods (125 worked days a year)	Average level of Finished goods inventory on site	Amount of safety stock on site
At the end of Year 1	137 per hour	Every 2 working days	1,096 units	14 units (10% of demand)
At the end of Year 2	413 per hour	Every 2 working days	3,304 units	42 units
At the end of Year 3	695 per hour	Every 2 working days	5,560 units	70 units
At the end of Year 4	1123 per hour	Every 2 working days	8,984 units	113 units
At the end of Year 5	1417 per hour	Every 2 working days	11,336 units	142 units

DISTRIBUTION

Name of transportation provider/carrier	Reason(s) for selecting this provider/carrier	Frequency of Pick Up / Drop off
UPS (carrier)	Wide-reaching transportation company that can transport throughout the country. Competitive rates and quick response time with speedy delivery via air and ground.	Every two business days will need to be shipped our retail stores, and especially customers who are putting in online orders every day.

Exhibit 10: Capacity

	Demand (per hour)	Capacity (per hour)	Utilization (%)	Hours of Operation	Bottleneck name and description	How will you manage / adjust the bottleneck to ensure you can appropriately serve or supply your customers?
At the end of Year 1	137 units	165 units	83.03%	8 hrs.	Installing electronics into case	We are starting with 11 individual processing stations, and based on demand increase, we will increase the number of workers.
At the end of Year 2	413 units	480 units	86%	8 hrs.	Installing electronics into case	Add 16 employees to the bottleneck process station.
At the end of Year 3	695 units	780 units	89.1%	8 hrs.	Inject mold	Add 24 employees to inject the mold to bring our total amount of people to 26.
At the end of Year 4	1123 units	1200 units	93.5%	8 hrs.	Installing electronics into case	Add 24 employees to the new bottleneck station.
At the end of Year 5	1417 units	1560 units	90.83%	8 hrs.	Attach the clasp and packaging	Add 13 employees to each bottleneck station. This brings our total number of people to 26.

Calculation for End of Year 1

Hours of operation/month	Demand/month	Demand/hour	Capacity/month	Capacity/hour	Utilization
156 hours/month	21,250 units/month	137 units/hour	25740 units/month	165 capacity/hour	83.03%

Additional Resources: The station "Injecting Molding into Case" will also have an impact on our start up capacity. Even though it is not our bottle neck in year 1, it is the second slowest station, and its production rate is less than the demanded per hour needed in year.

Adjustments: We would have to be adding new individual process stations to keep up with the demand needed. Every station in each process will need to match at least the rate of the current bottleneck. Meaning, in year 2, if the bottleneck is now "Injecting Molding into Case", the other stations will now also have to be increased to match at least the capacity per hour of, in this case, 480 units.

Exhibit 11: Income Statement

	Date Ending 2024	Date Ending 2025	Date Ending 2026	Date Ending 2027	Date Ending 2028
annual unit sales	225000	772650	1,300,500	2,101,200	2,652,000
Sales Revenue	\$14,427,000.00	\$50,067,720	\$85,156,740	\$139,015,392	\$177,259,680
COGS	9,548,832	32,414,032	54,782,632	88,232,032	111,538,232
Gross Profit	\$4,878,168.00	\$17,653,688	\$30,374,108	\$50,783,360	\$65,721,448
General and Administrative Expenses					
Salaries and Wages	\$2,290,900	\$2,326,200	\$3,030,200	\$3,292,427	\$3,941,734
Payroll Tax Expenses	225,010	236,319	304,255	342,791	413,449
Employee Benefits and Retirement	624,048	653,000	870,623	986,840	1,203,856
Commissions Expense	64,800	208,617	327,726	491,681	620,568
General Insurance Expense	50,000	50,000	50,000	50,000	50,000
Depreciation Expense	127,133	127,133	127,133	127,133	127,133
Rent Expense	230,400	230,400	230,400	230,400	230,400
Travel, Meals, and Entertainment	100,000	100,000	400,000	400,000	400,000
Website Expense	25,000	30,000	40,000	45,000	50,000
Advertising and Promotion Expense	1,442,700	5,006,772	8,515,674	13,901,540	17,725,968
Licenses	130	130	130	130	130
Supplies Expense	1,750	2,000	2,250	2,500	2,750
Legal Expense	52,000	52,000	52,000	52,000	52,000
Transportation-Out Expense	12,324	22,412	30,680	35,464	44,304
Total General & Administrative Expenses	\$5,246,195	\$9,044,983	\$13,981,071	\$19,957,906	\$24,862,292
Earnings Before Interest and Taxes	\$(368,027)	\$8,608,706	\$16,393,037	\$30,825,454	\$40,859,156
Interest Expense ¹⁴	10,040	10,040	10,040	10,040	10,040
Earnings Before Taxes	\$(378,067)	\$8,598,666	\$16,382,997	\$30,815,414	\$40,849,116
Income Tax Expense	-	-	-	-	-
Net Income (Loss)	\$(378,067)	\$8,598,666	\$16,382,997	\$30,815,414	\$40,849,116

Exhibit 12: Balance Sheet

As of Inception Date Ending Date Ending Date Ending Date Ending Date Ending

	Date	2024	2025	2026	2027	2028
ASSETS						
Current Assets						
Cash and Cash Equivalents	\$1,016,210	\$12,919	\$7,913,946	\$23,202,196	42,720,218	89,512,543
Accounts Receivable	-	601,125	2,086,155	3,548,198	5,792,308	7,385,820
Inventory	-	2,630,969	4,427,419	7,152,869	9,027,053	9,027,053
Short Term Investments	-	-	-	-	-	-
Total Current Assets	\$1,016,210	\$3,245,013	\$14,427,520	\$33,903,263	\$57,539,579	\$105,925,416
Fixed (Long-Term) Assets						
Machinery and Equipment	287,540	287,540	287,540	287,540	287,540	287,540
Buildings	2,785,000	2,785,000	2,785,000	2,785,000	2,785,000	2,785,000
Land	-	-	-	-	-	-
Total Gross Fixed Assets	\$3,072,540	\$3,072,540	\$3,072,540	\$3,072,540	\$3,072,540	\$3,072,540
Less: Accumulated Depreciation	-	(127,133)	(254,266)	(381,399)	(508,532)	(635,665)
Net Fixed Assets	\$3,072,540	\$2,945,407	\$2,818,274	\$2,691,141	\$2,564,008	\$2,436,875
Other Long Term Assets						
Long Term Investments	-	-	-	-	-	-
Intangibles, Net of Amortization	-	-	-	-	-	-
Total Other Long Term Assets	\$-	\$-	\$-	\$-	\$-	\$-
Total Assets	\$4,088,750	\$6,190,420	\$17,245,794	\$36,594,404	\$60,103,587	\$108,362,291
LIABILITIES AND STOCKHOLDERS' EQUITY						
Liabilities						
Current Liabilities						
Accounts Payable	-	1,139,542	3,272,438	5,506,280	8,671,680	10,024,096
Accrued Salaries and Wages	-	190,908	193,850	252,517	274,369	328,478
Accrued Payroll Taxes and Benefits	-	70,755	74,110	97,907	110,803	134,775
Notes Payable	-	-	317,515	1,189,167	157,829	6,359,265
Current Maturity of LT Debt	-	222,345	222,345	222,345	222,345	222,345
Total Current Liabilities	\$-	\$1,401,205	\$4,080,258	\$7,268,216	\$9,437,026	\$17,068,959
Long-Term Liabilities	2,088,750	2,088,750	2,088,750	2,088,750	2,088,750	2,088,750
LT Debt Less Current Maturities ¹	\$2,088,750	\$1,866,405	\$1,644,060	\$1,421,715	\$1,199,370	\$977,025
Total Liabilities	\$2,088,750	\$3,267,610	\$5,724,318	\$8,689,931	\$10,636,396	\$18,045,984
STOCKHOLDER'S EQUITY						
Common Stock	2,000,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000
Retained Earnings	-	(377,189)	8,221,477	24,604,474	46,167,191	87,016,307
Total Stockholders' Equity	\$2,000,000	\$2,922,811	\$11,521,477	\$27,904,474	\$49,467,191	\$90,316,307
Total Liabilities and Stockholders' Equity	\$4,088,750	\$6,190,421	\$17,245,794	\$36,594,404	\$60,103,587	\$108,362,290

Exhibit 13: Cash Flow Statement

Date Ending Date Ending Date Ending Date Ending Date Ending

	2024	2025	2026	2027	2028
Cash Flows From (For) Operations					
Net Income	\$(378,067)	\$8,598,666	\$16,382,997	\$30,815,414	\$40,849,116
Depreciation	127,133	127,133	127,133	127,133	127,133
Changes in Current Assets					
Accounts Receivable	(601,125)	(1,485,030)	(1,462,043)	(2,244,111)	(1,593,512)
Inventory	(2,630,969)	(1,796,450)	(2,725,450)	(1,874,183)	-
Changes in Current Liabilities					
Accounts Payable	1,139,542	2,132,896	2,233,842	3,165,400	1,352,416
Accrued Salaries and Wages	190,908	2,942	58,667	21,852	54,109
Accrued Payroll Taxes and Benefits	70,755	3,355	23,797	12,896	23,972
Cash From (For) Operating Activities	\$(2,081,824)	\$7,583,512	\$14,638,943	\$30,024,402	\$40,813,234
Cash Flow (For) From Investing Activities					
Fixed Asset Purchases	(3,072,540)	-	-	-	-
Short Term Investments	-	-	-	-	-
Long Term Investments	-	-	-	-	-
Net Cash Flows (For) From Investing	\$(3,072,540)	\$-	\$-	\$-	\$-
Cash Flow From (For) Financing Activities					
Issuance of Common Stock	\$3,300,000	\$-	\$-	\$-	\$-
Short Term Debt Borrowings	-	317,515	-	-	6,201,436
Long Term Debt Borrowings	2,088,750	-	-	-	-
Short Term Debt Payments	-	-	871,652	(1,031,338)	-
Long Term Debt Payments	(222,345)	(222,345)	(222,345)	(222,345)	(222,345)
Dividends Paid to Stockholders	878	-	-	(9,252,697)	-
Cash Flows From (For) Financing	\$5,167,283	\$95,170	\$649,307	\$(10,551,656.00)	\$5,979,091
Net Change in Cash	\$12,919	\$7,678,682	\$15,288,250	\$19,472,746	\$46,792,325
Beginning Cash Balance	\$-	\$12,919	\$7,691,601	\$22,979,851	\$42,452,597
Net Change in Cash	\$12,919	\$7,678,682	\$15,288,250	\$19,472,746	\$46,792,325
Ending Cash Balance	\$12,919	\$7,691,601	\$22,979,851	\$42,452,597	\$89,244,922

Exhibit 14: Financial Statement Notes

- The initial startup costs are funded by an issue of 2 million dollars of common stock to private equity firms.
- The company uses straight-line depreciation for our building, machinery, and office equipment.
- The company's building depreciates over forty years.
- The company's machinery and office depreciates over five years.
- Customers pay for the credit card fees.
- Half of the company's sales are made with cash and the other half with credit cards going into the company's accounts receivables account.
- At the end of every year, the company has the last month of receivables still outstanding.
- At the end of every year, the company has the last month of payables still outstanding.
- The company's warehouse/assembly plant was purchased at inception with a 20% down payment, 7.49 percent 15-year loan.
- The company matches 12% of wages for employee retirement with a cap of \$13,500
- The company's healthcare cost is \$12,400 per employee.
- Bonuses are assumed to be 25% of employee salary with a flat bonus of \$300 and \$200 for the warehouse associates and assembly associates respectively.
- The company issued 1.3 million dollars in common stock at the end of year one to private equity firms.
- The company produces twelve months of projected sales from February through December in the current year and January in the following year.
- In year one it is assumed that 64% of sales are at retail locations with it decreasing 4% per year capping out in year four at a rate of 52%.
- Commissions are paid to sales representatives at a rate of 15 cents per unit sold at retail locations, it is assumed that each of sales rep accounts for a third of the units sold at retail locations.
- There are risks for the company in supply chain disruptions, damage to the warehouse and machinery inside, damage to the office building where our corporate headquarters is located, talent of management and employees, and overall economic situation.

Exhibit 15: Financial Ratios

	Date Ending 2024	Date Ending 2025	Date Ending 2026	Date Ending 2027	Date Ending 2028	Industry Average Ratios
Liquidity Ratios						
Current Ratio	2.32	3.54	4.66	6.10	6.21	4.56
Quick Ratio	0.44	2.45	3.68	5.14	5.68	3.48
Operating Cycle	115.78	65.06	62.87	75.35	44.75	72.76
Leverage Ratios						
Debt/Equity	1.12	0.50	0.31	0.22	0.20	0.47
Times Interest Earned	-36.66	857.44	1632.77	3070.26	4069.64	1918.69
Asset Management Ratios						
Inventory Turnover	3.63	7.32	7.66	6.07	12.36	7.41
Receivables Turnover	24.00	24.00	24.00	24.00	24.00	24.00
Fixed Asset Turnover	4.90	17.77	31.64	54.22	72.74	36.25
Profitability Ratios						
Gross Profit Margin	33.81%	35.26%	35.67%	36.53%	37.08%	35.67%
Operating Profit Margin	-2.55%	17.19%	19.25%	22.17%	23.05%	15.82%
Return on Assets	-6.11%	49.86%	44.77%	51.27%	37.70%	35.50%
DuPont Analysis						
Net Profit Margin	-2.62%	17.17%	19.24%	22.17%	23.04%	15.80%
Total Asset Turnover	2.33	2.90	2.33	2.31	1.64	2.30
Equity Multiplier	2.12	1.50	1.31	1.22	1.20	1.47
Return on Equity	-12.94%	74.63%	58.71%	62.29%	45.23%	45.59%

Exhibit 16: Financial Analysis

Liquidity: Roverlink maintains a current ratio below the industry average for Year 1 and 2 but exceeds the industry average in each of the last three years. The same goes for the quick ratio, which indicates that our company has a high amount of liquid assets, and we are less likely to face financial challenges. Our operating cycle is below the industry average in Year 2, 3, and 5. This shows efficiency in our company's operating cycle and further ensures improved liquidity in our ability to convert inventory into cash quickly.

Financial Leverage: Our Debt-to-Equity Ratio over our 5 years is near average, with it being between 1 and 0. At the end of our first year, it was over 1, but throughout time it reached levels near 0.5. However, compared to the industry average, our times interest earned is above the normal rate. This is because we do not have an outstanding amount of long-term debt that insures interest.

Asset Management: Our inventory turnover from year one was below average, years two to four are on par with the industry average, and we are above in our final year. Fixed asset turnover is more inconsistent but grows annually. This shows we effectively used investments in fixed assets to generate sales.

Profitability: Rover Link's gross profit margin is nearly 36%. This is under the pet product margin by around 14%. However, each year, our profit margin grew, closer to the industry average. Our operating profit margin is approximately 16%, which is again, under the industry average of 45%, but like the gross profit margin, operating continues to rise each year. Lastly, our return on assets (35.5%) is within the industry average, with the low around 20% and the more profitable companies near 50%.

DuPont Analysis: Our average net profit margin is 15.8%, which is below the dog product industry average. This is due to the variable price of our product compared to the indirect price, which is a smaller gap than the average product in this industry. Our total asset turnover is 2.3, compared to the industry average of around 5.5. This is because of the mass demand for our product and our increasing production capacity each year. Our equity multiplier average is the inside industry average (1-1.5) with a score of 1.47. All of these considered, our Return on Equity is above industry average with a percentage of 45.59%. However, with each year, it decreases, towards an industry average of 15-20%.

Valuation Method: The valuation relies on multiples- based approach, utilizing the industry's price-to-sales ratio applied to the anticipated revenues. Our P/S average ratio is 0.03.

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Team Bios and Photos

	<p>Hello, my name is Anisha Gupta . I am a junior pursuing a Marketing major and want to minor in CIS. I am from Ashburn, VA. At JMU I am on the marketing committee for the American Marketing Association as well as apart of Phi Sigma Sigma national sorority. Outside of being a student I enjoy working out, swimming, and making jewelry. I am excited to see what the future of my business journey holds.</p>
	<p>Hello, my name is Avery Scharffenberg, and I am from Danvers, Massachusetts. I am currently a junior studying to get my bachelor's degree in business management. I am a member of Zeta Tau Alpha, Gamma Kappa chapter, where I hold the role of Corresponding Secretary. I enjoy going on runs, reading science fiction, and sailing in Maine. After graduation I aim to move to a big city and work in the management field.</p>
	<p>Hello, my name is Danny Materazzi and I am a junior at James Madison University. I am from Manahawkin, New Jersey. As a Finance major with a minor in the music industry, I am pursuing a career that combines my education in business with my passion for music. Growing up I played three instruments and was the 2021 Louis Armstrong Award recipient. In addition to playing music, I enjoy spending time outdoors and in the ocean, including surfing, swimming, and fishing. I am excited for the opportunity that awaits me here at the college of business.</p>

	<p>Hello, my name is Chris Brehl, and I am a junior studying Finance. I was born and raised in Virginia Beach, VA. I have been interested in finance since high school because my dad made sure to expose me to the market from a younger age than most. Here at JMU, I am a member of the Kappa Alpha Order and am a social chair. I enjoy reading books, cooking, and spending free time with my brothers, and/or girlfriend. I'm excited to take on the challenge of COB 300 and FIN 360 this semester and come out of it with some invaluable knowledge.</p>
	<p>Hello, my name is Ella Stulce and I am from Blacksburg, Virginia. I am a junior at James Madison University studying Marketing with a minor in dance. I am an active member of the Psi chapter of Alpha Sigma Tau National Sorority and participate in the sisterhood committee specifically. I hope to work in fashion and lifestyle branding after my time at James Madison University. Outside of school, I run a food blog on Instagram, love to travel, and spend lots of time with my two golden retrievers.</p>
	<p>Hi, my name is Brady Swain. I'm a junior Finance major here at the college of business. I'm from Mount Laurel, New Jersey. I came to JMU because my uncle went here and always told me how amazing it was. I am the middle child of 3 boys. I grew up playing ice hockey and baseball. I am on the club ice hockey team here and enjoy spending my free time with my fraternity brothers. I'm excited to start this semester and can't wait to see how I develop into a businessman.</p>



Hi, my name is Ben Rudolph, originally from Baltimore, Maryland. I am a junior management major here at the college of business. Currently, I'm a member of Beta Theta Pi at JMU, where I also contribute to the recruitment team. Within the JMU community, I actively engage in various school activities, including intramural sports and community service initiatives. Beyond my academic pursuits, my interests include travel, sports, and socializing with friends.