Leadership:

Strategies and Tactics for Success

By

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Abstract

Throughout the course of this paper I will look at the various leadership methods described throughout the semester. I will evaluate my own leadership methods and compare methods I am using, compared with those discussed throughout the course. This paper will be broken into three main sections. First I will discuss my scores on various leadership tests, and see how they rated compared to an average. I will compare this to personal interviews with my McGuire Entrepreneurship group, and make high level comments on where I see the status of my leadership skills. I will then give a broad overview of the knowledge we have acquired through hearing 12 different speakers and compare that to my own skills. I will take the tips I found most constructive, and plan on utilizing while moving into my career. Lastly, I will develop a plan on how to connect the dots and set a plan for moving into the future as a leader.

My Leadership Skills
Metric Scores

1)The Big Five Personality Test

This test attempts to identify five separate personality tests and plot them on a scale from 0-40. The first measure was a test of Extroversion. For this personality test, I was ranked at a 24 out of 40 which would be considered about as mid-level as you can achieve. This score seemed to be very accurate, in that I do enjoy group work and being with others when needed, but can also appreciate the freedom of working solo and on my own schedule. A 24 would skew slightly to the more social end, showing where I have found enjoyment from serving as a club President and trying my hand at sales last summer.

The second test was for Agreeableness which was also ranked as a 24. This means that I ride the line between "tell it like it is," and being very polite and aggregable. I probably would have seen myself being more on the agreeable side as I tend to avoid confrontation, but I am a non-emotional and logical decision maker, which could have brought that score down.

The third test was for conscientiousness. As described by the test itself, "conscientiousness is the personality trait of being honest and hardworking." With this I score a 32 which is relatively high. This would mean I am more of a rule follower and organizer. I enjoy cleanliness and order, and do feel a certain conscientiousness at questionable decisions.

The fourth test was one for Neuroticism. This was my most surprising result, but I do think there could have been an error with the way the test was coded. I received a score of 32, which is high. That surprised me a lot because in other tests like the Myers Briggs, and in personal decisions, I tend to take a very logical approach and arguably put too little emotion into them. The reason I speculate the coding system was off was that when looking through the numbers to be tallied, the ones that I would assume would be for neuroticism like "I tend to feel blue" were subtracted

from the score rather than added. The subtraction of this would lead to more emotional feelings being lower scoring rather than high as was discussed in the description.

Lastly my final trait of Openness to Experience which includes experiences and intellectual pursuits scored as a 34. I would agree with this rating a lot because I tend to like to jump on opportunities I feel I can learn from. I traveled abroad for my fall semester of my Junior year, and really got to flex this trait, as every weekend would be a new foreign experience by myself that I would have to adjust to.

2) Tolerance of Ambiguity Scale

The Tolerance of Ambiguity Scale tests your reactions to "situations that might be new, complex, unstructured, vague, insoluble, or contradictory." This test has the subject answer 16 situational questions and answer on a Likert scale of 1 to 7 on Strongly disagree to strongly agree. It is then tallied up. For this I scored a 49, which seems high compared to the average of 40 to 44. I found this response to be somewhat appropriate, and something I will try to work on moving forward. I have always been a very logic and numbers based person, and I tend to feel uncomfortable going into situations where the results of the various options are unknown. Moving forward as a leader however, I wish to open myself up to more of that gut-feeling intuition, and trusting that to make me comfortable in more ambiguous situations. I feel as a higher-level leader, as I aspire to be, being comfortable with the unknown is a very valuable skill.

3) The Core Self-Evaluations Scale

The Core Self-Evaluations Scale is meant to test the subject's sub-conscious emotions towards themselves. Higher scores lead to more positive emotions and self-confidence. I scored a 4.33 out of 5, which is above the average of 3.8-3.9. I found this to be true, and one that I am proud

of. I have always been pretty confident in my ability to do good work and to be a positive leader. An important thing to remember, would be to ensure that throughout my career I continue to keep a positive outlook moving forward. There could be potential ups and downs, and my ability to stay positive in those situations would be an advantageous trait.

4) Frequently Cited Skills of Effective Leaders

For the Frequently Cited Skills, the test laid out 10 skills that are common for effective leaders. It was then our task to grade ourselves on these points on an A-F scale. They will be listed below with descriptions

1. Communication- For this I give myself an A letter grade. I value my communication skills a lot, and think that I have developed this skill well over the years. I worked in a cold-call sales organization last year, and I think this greatly enhanced my ability to communicate with others effectively and efficiently.
2. Time and Stress Management- I give myself an A for this as well. I grew up playing sports and balancing school work and quickly developed good time management skills. Stress is also something that I think I take well. I am generally able to take a step back from a situation and realize that most things are not as critical as my natural stress reaction may have initially told me.
3. Decisiveness- For this skill I would give myself a B. I am good at making logical decisions and feeling good about those decisions; however, sometimes this process can take time for me to come up with my response, and as stated in the *Big Five Personality Test*, I can struggle in times of ambiguity.
4. Organization- Again, I would give myself an A. I have always been a very organized person, and love to critically think to solve a problem.

5. Motivating and Influencing Others- I would give myself a B in this skill. I think I do pretty well on this front, however I would not say I am perfect by any means, and aspire to be a speaker who can move an entire room through their words.
6. Managing People- This is a skill I highly value, and award myself an A for. I think I am pretty good at finding who is good at what functions, and then delegating that to maximize potential. I try to always treat everyone with respect, fairness, and tolerance.
7. Setting Goals- I am a big advocate for setting goals, but will recognize I have room for improvement by giving myself a B. I generally set personal short and long term goals for myself, but making sure everyone understands that goal is something I can work on.
8. Self-Awareness- I think I am generally pretty self-aware on how my actions are making others feel and I have had success politically because of this, therefore I give myself the letter grade of an A.
9. Team Building/Team Spirit- I love working with teams and making sure that the entire team is getting along and working together. I believe in the synergy where 1+1 equals a proverbial 3. I give myself a B with this for the same reason I gave myself a B in Influencing others. I think these two traits go hand-in-hand, and that I have room for growth.
10. Managing Conflict- This I put as my lowest grade, a C. I am not a very confrontational person, and I know that moving forward, I will need to be better at dealing with things head on.

Personal Interview

In order to get an outside perspective, I interviewed Riley Hubbard. When I served as President of Delta Sigma Pi Business Fraternity this past fall, Hubbard served under me as the VP of Brotherhood. He is also a part of the McGuire Entrepreneurship Center. In our interview, he said a lot of positive things that I was able to take away and work with when moving forward into the professional world. Hubbard stated that I did a good job of getting to know people and making them feel that their voices were being heard. As a person who focuses on Brotherhood, Hubbard was satisfied with the culture I was able to create for the organization. He noted a strength of mine was my ability to lead from within, rather than in a top-down approach, and very eloquently he said, "[You were able to] maximize the talent around you to create something great."

A room for improvement that he named would have been being clearer of the end-result vision with those that weren't involved with the day-to-day. Hubbard stated that I was good at making sure the executive team knew the vision, but noted that there was potential room to make sure the entire chapter saw the path of the Fraternity. I think this is an especially important thing to work on when moving forward in the business world. A leader needs to make sure that those immediately around him, as well as those in the peripheral, are able to know the direction, so they all know the actions they need to take to be successful.

When speaking with my team and my family and friends, a constant theme I heard was that I am able to find passion with a project. I love to immerse myself in the work, and think critically to solve any problems that may arise. They did stress that sometimes this passion can be detrimental, to where it is no longer constructive.

Overall Review

When looking at myself as a leader I like to think back on past experiences I have had. Starting in high school, I was elected President of my class for three of my four years. Transitioning into college, I again crave that leadership position, and worked my way through the Executive Board of Delta Sigma Pi Business Fraternity, moving from VP Alumni Relations, VP Fundraising, to ultimately being elected President of the Fraternity. Although elected positions are obviously not the only sign of a strong leader, I do think this path shows a passion I have for being involved and feeling like my voice is being heard. I love to collaborate with others, and see what positive impact I can make on an organization. I think because I do have such a "hands on" mentality, a skill I have been developing, and wish to continue doing so would be to feel comfortable with having others take the wheel when that is appropriate. My passion for getting involved has led to road blocks in the past where I over-commit, and then I spread myself too thin. By understanding where my best effort will have the most value, I will be able to lead much more effectively.

It has been touched on above, but another item that has served as a strength but also has caused a weakness has been my focus on developing the big picture. Part of why I love leading others is my ability to think of all the huge possibilities; it excites me and motivates me to work hard. Moreover, this can be negative in cases where I need to focus on those smaller details that will get me to the larger goal. This is something I have been working on for the past year and I feel my time in the McGuire Center has trained me to be better in this area.

Lessons Learned

Throughout the course, we evaluated our leadership methods in comparison to the knowledge and wisdom of local entrepreneurs. From this exercise, we evaluated their advice and took away

the portions that we felt would be the most relevant to our personal styles. I will be going over the running themes that were addressed by the large array of speakers we had over the semester.

The Value of Experiences

Throughout the semester, most—if not all—the speakers addressed the idea that leadership is born through experience. For example, Dr. Joe Broschak, Program Director for the McGuire Center for Entrepreneurship, touched on his primary career of being an engineer in the oil industry before going back to school to begin a career in academia. From this experience, he was able to relay to our class that by making mistakes along the way and asking for help, one is able to be much more effective at whatever task they are performing, which will soon lead to credibility and the respect of others. Although certain situations may put you in a position of uncertainty, working through it and adjusting will provide a chance to grow in the long run.

Additionally, Corwin Smith, the Founder and President of Transcend Growth Partners, discussed the importance of failure in entrepreneurship. Smith touched on the value it adds and how once a failure has occurred, it allows the entrepreneur to grow and learn from the experience. Whether it is a business function that needs development, or a personal growth point, failing and then adjusting will prove to be constructive. In the startup space, where nearly all startups fail, adjusting quickly and learning from what went wrong is an extremely important point to keep in mind, when moving forward as a leader.

Act with Integrity and Be Accountable

Now this point came, well-received, having been an Eller student and growing up through a school that preached to the lessons of integrity in business. Many of the leaders we spoke to throughout the year touched on a few basic facts that go along with this.

1) It is important to always act in a way that is ethically right. If you act with integrity, those you are leading will see that and follow suit. This will lead to strong work ethic, company culture, and a system where everyone feels comfortable to do the right thing.

2) Accountability garners respect. What this means is that even in failure, a true leader must own up to their mistakes. By taking ownership of their actions, a leader can establish a level of professional ethic, which is important for building respect from followers. It is important for a true leader to find where they need to grow and attempt to better themselves in those areas. Josh Levine, CEO of J Levine Auction and Appraisal put it well when he pointed you that we don't know everything and it is important to realize that very quickly. With that knowledge, we can open ourselves up to feedback and help from others.

Surround Yourself with the Right People

This last point mentioned by the speakers was one that I have heard in past experiences, and one that I believe is valuable to remember. By using the above recommendations of accountability, I believe the only true accountability would be from recognizing your own weaknesses and surrounding yourself with people who are better than you at those things. The speakers all touched on the fact that the best leaders are those who can maximize the true potential of the group. The leader doesn't have to know everything (and very well shouldn't because they are focusing on bigger picture things), but the ability to find competent people who can achieve the

task will serve to be an invaluable resource to not only the individual leader, but the organization as a whole.

Conclusion

Moving forward into the next 24 months, I will look to implement the points made by the local entrepreneurial leaders into my daily professional life. Next year I plan to begin a career in the entertainment industry with NBCUniversal. The Film and Television Industry is one where paying your dues is highly valued and starting at the very bottom in somewhat menial tasks is expected. I feel that this is where the skill of learning to lead from within is going to be invaluable. Communicating effectively and making coworkers feel valued will ultimately lead to a long run respect and growth. It is here that the lessons of accountability will be at a high. No matter what task is put in front of me, being accountable for those responsibilities proves I am a diligent and hard working person, and that I am an individual they can trust to perform on a consistent basis. There will certainly be barriers along the way and there may be times where I feel I am challenged by the job. In this case, it is crucial that I put to work perseverance and move forward through the challenges. By going into the challenges head on and learning from them, I will be better for having accomplished them. Hopefully from here, I can work hard and move up to position where I feel I can lead a team and create positive change.

Description of Project:

Groupdup looked to solve the problem of rising experience prices by utilizing group rates to get everyday customers lower prices. We would compile small groups to add up to a group rate eligible number of people.

Description of the team from the Groupdup website:

Ian Barrie

Co-Founder, Marketing and Business Strategy Development

From inside sales to social media marketing, Ian has developed a set of skills perfect for the customer outreach arm of the Groupdup team. Ian loves the creative and value-adding activities of the business, and does so for Groupdup by always being on the look out for the best ways to "Groupdup" new customers. He is currently a senior at the University of Arizona, pursuing a B.S. in Business Administration in Marketing and Entrepreneurship, and finishing up a minor in Global Business.

When not working on Groupdup, Ian is probably busy cheering on a Bay Area sports team or his UA Wildcats while enjoying a refreshing IPA.

Matt LaBarre

Co-founder, Product Design, Branding

With experience as a web development intern, Matt is currently working as a technology lead as well as developing branding and promotions for the company. Matt is completing a B.S. in Business Administration with majors in Management Information Systems and Entrepreneurship.

Matt recently finished his first marathon.

William Lee

Co-founder, Product Manager, Technical Analysis

With experience in IT and developing web apps for businesses, Will has a passion in the intersection of technology and business. His efforts with Groupdup focus on product design and other technical duties. At the University of Arizona, Will is currently working towards completing his B.S. in Business Administration with majors in Management Information Systems and Entrepreneurship as well as a B.S. in Computer Science.

In the glory days of high school, Will was a budding breakdancer.

Christy Mata

Co-founder, Finances and Accounting

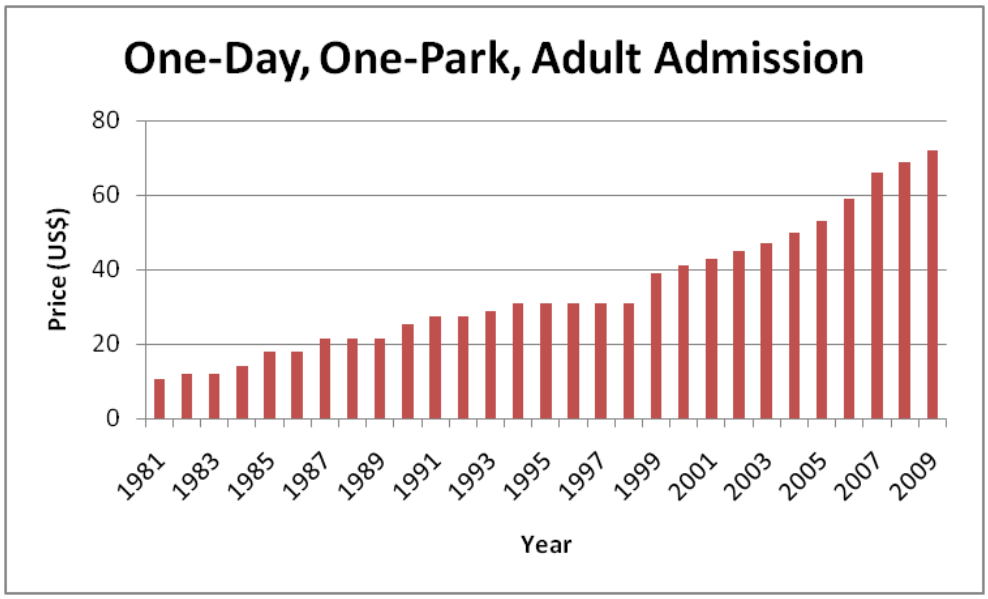
Christy has worked as an intern in accounting auditing and has a talent for keeping spreadsheets looking crisp. She manages and analyzes Groupdup's financial models and sets an agenda for expansion into new industries and products. She is on track to completing her B.S. in Business Administration with majors in Accounting and Entrepreneurship at the University of Arizona.

Christy can often be found outdoors, most likely rock climbing or camping with friends.

Groupdup Business Plan

Problem/Opportunity

The rising price of theme parks nation-wide has reached a staggering level. Ticket prices have reached an all time high and consumers are left with no option but to comply with the listed prices. The problem can really be seen when comparing the Consumer Price Index to the Price of theme park tickets. While Consumer Price Index has risen 260%, 1-day park tickets have increased 744% in the same time period.



This is a major issue for consumers as theme parks have become so expensive that they are no longer considered a weekend activity, but rather a decision that must be carefully planned out and considered by the customer.

There are some websites and stores that offer discounts to a small selection of parks, however, there are many issues with this current systems of discounts. The first is the lack of consistency with the discounts offered by websites and stores. Another issue is the fact that most of the time a single person is responsible for purchasing all of the tickets. This can lead to complications with distributing tickets and getting people to pay you back for the tickets. There is clearly an opportunity to create a central hub for all discounted tickets. There needs to be an easier way to search for a ticket and quickly find an ticket that can be purchased individually rather than all at once.

Solution

Our solution is a website that acts as the central hub for all discounting needs. We plan to utilize the thousands of group discounts available nationwide to bring our customers the best, and most convenient discounts possible. Our solution works by bringing smaller groups together in order to meet the requirements for a group discount. All of the transactions would

take place on our website through a secure payment platform that would allow individuals to purchase tickets rather than one person purchasing all the group tickets.

Unique Value Proposition

At Groupdup, we utilize the thousands of group discounts already offered by many different companies and events. This allows us to offer discounts virtually everywhere rather than only to a select few locations like our competition. We are able to give our customers a wide selection of options, while also having the freedom to pay for their tickets individually. Our company can be expanded constantly and implement virtually any group discount into our system.

Target Market

The three target markets we are going to be focusing on will be Young families with 2+ children in the Full Nest 1 demographic stage, Millennials, and those who are residents in the Southern California, Florida, and other areas surrounding theme parks throughout the United States. As for the market sizes, Young Families with 2+ children make up a market of over 110 M people who purchased theme park tickets last year. Millennials account for another 26 M tickets purchased, and locals (although difficult to quantify) accounted for around 16 M individual tickets over the last year. We are targeting these particular groups, because for the first two we felt they would be in stages of their lives where they are not earning as much annual household income and would therefore be more receptive to purchasing their tickets at a discount. As for locals, they obviously live near the individual parks, so in pure volume and spontaneity of their trips, getting some form of discount would be a valuable option to them.

Industry

Groupdup is entering a discount ticket industry that is somewhat fractionalized between local websites, and large corporate conglomerates that need paid memberships in order to receive the discounts. For example of the former, Getawaytoday.com offers discounts on experiences

that generally surround large tent pole experiences. If you are going to LEGOLAND, they would offer hotel and small discounts to the parks (generally around 10-20% off of the ticket price.) For the latter, the two main players are Costco and AAA who require memberships that start at around $55 a year for Costco, and $57 a year for AAA. These prices are not including the price of the ticket. The tickets will then get a 10-15% discount on the end price.

Competitors

Because Groupdup's main value proposition to customers is to offer more affordable prices on experiences, our competitors will include any other company that also offers cheaper prices on experiences. From our research, we have determined that our main competitors include:

- Groupon
- Get Away Today
- AAA, Costco, other retailers that offer general discounts
- The conventional method of finding enough people to form a group for a discount

Among these competitors, we find that the most similar to our product is Groupon, due to its ease of use and the industries that it offers discounts on.

Metric	**Groupdup**	**Groupon**	**Get Away Today**	**Costco/AAA discounts**	**Finding Group on your Own**
Quick Description	Our venture, focused on getting cheaper tickets for all experiences	Bulk discounts offered for groups of 1-4	Theme park discounts	Simple ticket buying source of discounts	Conventional way of getting a group discount
Pricing	20% from total discount acquired -- customers	50% of discount acquired	40% of discount acquired	Ranges - customer gets around 10-15% off	Ranges from 50% off to 15% off, but customer gets full discount value
Industries Involved	Theme parks, with expansion in Ski Resorts, Museums, Music Festivals, etc.	Experiences, consumer goods, restaurants	Theme parks + theme park hotels	Varies, general experiences	Theme Park
Ease of Use	Website and App	Website and App	Website	Varies, depending on the retailer you are buying from	Difficult to find sufficient sized groups

Product Roadmap

Within the first few years of launch, Groupdup intends to expand beyond its original website through continual, iterative improvement. The features that we develop will focus on attaining our 5-year vision for Groupdup. The main goals of this vision are:

- Expansion of website into a mobile application
- Expansion into other industries with a focus on breadth of all industries, rather than depth in any single industry
- Transformation into premier grouping platform — group classrooms, roommates, intramural teams, etc.
- Support for partnerships with companies to integrate into our product

Development will initially center on our three target customer segments: young adults ages 18-34 who like to travel, families with 2+ children under the age of 16, and locals living close to an experience type of entertainment. By the end of the second year, we will be developing features to break into two additional customer segments. These segments will be K-12 teachers who interact with the classrooms as a whole regularly and their school districts and young adults living alone in a new city.

The following diagram will outline our product roadmap for the first 5 years**.**

Groupdup Product Roadmap

		Young Adults (18-34, travelers)	Families with 2+ Children	Locals Near Experience Attractions	K-12 Teachers/School Districts	Young Adults (22-30, living in new city)
Y 1	Q1	Offerings with 4 major theme parks, email/in-person ticket delivery, grouping within specified timeslots	Offerings with 4 major theme parks, email/in-person ticket delivery, grouping within specified timeslots	Offerings with 4 major theme parks, email/in-person ticket delivery, grouping within specified timeslots		
	Q2	Secure payment collection among all group members				
	Q3					
	Q4	Application development				Application development
	Milestone	Website expanded into application				
Y 2	Q1					
	Q2					
	Q3	Communication between created groups for coordination	Communication between created groups for coordination		Communication between created groups for coordination	
	Q4	Begin partnerships with Theme Park Companies, Expansion into other industries (ski resorts, museums)	Begin partnerships with Theme Park Companies, Expansion into other industries (ski resorts, museums)	Begin partnerships with Theme Park Companies, Expansion into other industries (ski resorts, museums)		Expansion into other industries
	Milestone	Partnerships and Integrations with Theme Park Companies, Expansion into Other Industries				
Y 3	Q1	Payments and ticket distribution completely online	Payments and ticket distribution completely online. Partnerships with companies -> discounts within Theme Parks and Ski Resorts for family	Payments and ticket distribution completely online	Payments and ticket distribution completely online	Payments and ticket distribution completely online
	Q2					
	Q3					
	Q4					
	Milestone	Polished product -- all online, no physical tickets. Integrations with companies				
Y 4	Q1+Q2	Begin development of a platform for people to easily form groups (fun runs, intramural teams, roommates, classrooms, etc.)				
	Q3+Q4					
	Milestone	All-purpose grouping platform, not restricted to experiences. Should look like groupon with an optional social aspect.				
Y 5	Q1+Q2					
	Q3+Q4					
	Milestone					

Branding & Marketing Communications

In order to communicate with Groupdup customers, we will be using Hubspot for email newsletters and drip campaigns. In addition, Ian Barrie will be a content writer and maintain our Groupdup blog. Posts will include the experience economy, lifestyle choices and saving on school breaks. All topics that are relevant to young adults in school, working full time or even adults slightly older with children.

Check out our current blog posts here: http://groupdup.com/blog

Go-to-Market & Sales Strategy

In our first five years of operations, we will gain 971,076 customers through six channels of Social Media Influencers, Campus Ambassadors, Podcasts, Facebook Advertisements, Google Adwords and YouTube Advertisements. Our costs reflect how much customers we want to gain. These channels result in total marketing costs of $45,645, $275,494, $1,529,092, $4,311,587 and $6,993,012 each year, with varying allocations to each channel from year to year. In the first two years, Groupdup will not be utilizing Google AdWords and YouTube Ads, the average customer acquisition cost is $3.93 which grows in year three to $7.20.

Social Media Influencers/ Youtube Advertising

Social Media Influencers will target our young adult market. By utilizing *Famebit*, a self-service influencer marketing platform, which creators and brands can collaborate on multiple social medias. Famebit allows us to set our own price and who we want representing Groupdup. Through this channel, we assume organic growth of 2 people per 1 customer because as 1 customer identifies our product, they will want to experience it with at least 2 other friends/family. For example, if a new customer seeing a post on social media, they will most likely not go alone, but will invite two friends to take to a theme park or go skiing.

Campus Ambassadors

Campus Ambassadors will work closely with organizations, even organizations they are already involved with, to gain more young adults as customers. The larger the organization, like sororities and fraternities, the smaller the customer acquisition cost. We would begin in large universities will over 30,000 students enrolled, and focus on schools in the Los Angeles and Orange County area, like UCLA, USC, LMU and Cal State Fullerton.

Each campus ambassador will be required to gain a minimum of 20 sales in customers in exchange for a free ticket of that sale. For example, if they get 20 Six Flag Ticket sales, they will receive one free ticket to go to Six Flags.

Podcast/YouTube/Facebook Advertising

This channel targets young families with parents in their late twenties, early thirties who often find themselves seeking advise and news on the Internet. Stay at home mom or dads are already spending their spare time on YouTube or Facebook, or have sought out podcasts to listen to.

As for podcasts, Groupdup will target podcast networks with 50+ million listener bases starting with *Slate Podcasting Network*. This network hosts *Mom and Dad are Fighting* which currently has 5,000 listeners. The show hosts have children of their own and bring in speakers of parenting books, product inventors, etc. A continuously ran episode podcast ad, even after only a small percentage actually turn into sales, will result into about 445 sales because the average family has 3-4 members.

Google AdWords

Potential customers are directly searching for a solution like Groupdup already, therefore we want to be what they see first. This channel is not introduced until year 3 of operations after we have already established a reputation online.

First Hires

Beyond the original four founders, our team's priority in our first hires will be to recruit motivated individuals who can fill the gaps in our skillset and experience. Primarily we will be looking to hire 1-2 people who will be holding executive positions in the startup. Each of these additional hires should have experience in the ticketing industry and/or experience with building software as a service. While all 6 executives of Groupdup will be interdependent and work together to grow the company, one of these first hires will focus on strategy and business development, while the other will apply his/her expertise toward the product development vision.

Second, we will be hiring an on-site developer who will be in charge of developing Groupdup, alongside Will Lee, in order to create a working beta-version of Groupdup with the minimum capabilities and features to take to market.

Operations & Technology

Distribution is going to be a large factor of our business. Certain companies and events offer to email the tickets to the groups, however, some do not and that is why we will have to hire people to distribute these tickets. We estimate that this cost will be the highest in the first couple of years of our operations. After these years, we plan on reaching a large enough

following that these companies and events will start to work with us and our distribution. Once we have these deals, we will be able to establish an online system of distribution.

Pro Forma Financials

Milestones

Funding

In order to sustain our company through the first two years prior to our large expansion efforts by the third year, we will be asking for two rounds of funding.

In the first year after launch, we will be incurring primarily software development costs and marketing costs, $72,000 and $45,645 respectively. To get our company to a point at which we have a viable product and the resources to implement our Go-To-Market Strategy, we will each contribute $12,500 of our own money in founders capital. Next, we will be asking for $50,000 funding in our first round of financing, bringing our total up to $100,000 of financing in the first month. The investment and their calculated returns are as follows:

- $72,000 Software Development
    - 1,920 Development Hours
- $28,000 Go-To-Market Strategy
    - 7,124 Customers Gained

Our second round of financing will happen in month 16, when we will be making nearly $100,000 in monthly recurring revenue. It is at this point in our venture that we will have a large enough customer base and incoming cash flow that we can begin focusing on expanding our product to support other experiences, such as outdoor activities and sporting events. Therefore, to enable this ambitious expansion, we will be looking for $1,000,000 in funding and this funding will be allocated accordingly:

- $360,000 Software Development
    - 9,600 Development Hours
- $504,000 Go-To-Market Strategy
    - 72,000 Customers Gained
- $136,000 Office Space
    - 4 Months of Rent

With the second round of funding, we will get to a position in which we will be taking in over $400,000 in monthly recurring revenue and will be cash positive by month 35. There will be no further funding needed once we become cash positive.