



F L O + C O .

a floral coffee shop

Flo+Co. Business Plan

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Executive Summary: Flo+Co.

Business Description

Flo+Co. is a hybrid floral coffee shop that will be located in the city of Nashville, TN with a future plan to expand into other markets in the future. This unique local shop offers high quality floral services in a coffee shop setting. Flo+Co provides our customers with a great selection of premade floral arrangements, a bouquet bar, great drinks, and a memorable experience.

Our mission

We provide a welcoming environment that places high-quality florals back in front of the consumer in the well-known environment of a coffee shop. We ensure that our customers will feel welcomed in our “living” space through our ability to build community, encourage collaboration and build beauty.

Our Vision

Our vision is to become a household name and a nationally recognized brand for both flower and coffee products. Through our superior product and unique product mix we push to alter the current perception of flower buying in the US.

The Problem

Flo+ Co. addresses three major problems:

1. Nashville, Tennessee, a city with a population that can afford luxury goods, lacks local florists that can meet the demands of the exponential population growth that is searching for high quality floral design. Coffee shops, on the other hand, are booming in Nashville. But even with large numbers of coffee shops in Nashville- most locations

have long lines and limited space for the large customer segment that enjoys these shops and coffee beverages.

2. When asked in surveys, men perceive florists to be inaccessible and unwelcoming.

Most men claim that they would gift florals more often if they were familiar with popular floral design and better locations/ more accessible purchasing options.

3. There is an evident disconnect in the prices that the public seems to want to pay for flowers and what florists are charging for their services. When asked, customers are confused as to why floral products are so expensive- especially when the product has such a short lifespan. Customers are looking for both clarification as to why these prices are so high, as well as a cheaper option that does not sacrifice quality.

The Solution

Flo+Co. strategically solves all three of the identified problems. First, the shop combines two luxury goods that have been highly demanded by the community into one shop. The exponential growth of Nashville has resulted in large amounts of property being converted into housing to accommodate for the growing population. By combining a flower shop and a coffee shop, Flo+Co. provides this community with both largely demanded products in a space efficient way. This floral coffee shop allows people to have an easily accessible place to buy flowers, while also creating a new coffee shop with a competitive edge. Coffee shop “sitters,” will be pleased to sit in our shop because it will have a unique environment with the flowers and plants in the same space.

To solve the next identified issue, Flo+Co prides itself on offering a ‘gender neutral environment.’ The shop will provide floral services in a coffee shop environment

which will change men's current perception of flower buying from intimidating and inaccessible to user friendly by exposing them to easy access florals. Research shows that men are more likely to buy coffee at a local shop than a chain and we acknowledge that men are more likely to use our space repeatedly for the coffee component. Even though men are more likely to utilize our coffee product line- they are then exposed to our floral designs and next time they need flowers for a gift/for their wife they will know that they can purchase at our store (which happens to be their new favorite coffee shop).

The last perceived problem is the price misconception. Flo+Co. meets customers in the middle by applying a waste reduction floral system developed in San Diego in order to drop prices by reducing waste. Since we are able to reduce our waste, we are able to actually lower the cost of our bouquets. Our second way to decrease price frustration is by offering a self-serve bouquet bar that gives customers instructions on how to create the bouquet they want at the price they want. Our bouquet bar technique identifies the life span of individual types of flowers in order to give our customers more knowledge on how flowers differ in life span and a better idea of how long the product they are spending money on will last.

Financials

Flo+Co. makes money from the sale of floral bouquets, coffee drinks and from a small, curated selection of merchandise (ex. plants and snack items). When we begin our business we will have to invest a large amount of our money into our store buildout and our equipment (ie. refrigeration and espresso machine). Our large recurring

expenses that are required to run our shop will be our rent, our utilities, and replenishing products like napkins, sugar packets, bathroom supplies, cleaning supplies, etc. Our major product costs will be:

Flower Product Costs

- Flowers
- Wrapping
- Flower food

Coffee Product Cost

- Espresso Beans
- Coffee Beans
- Milk/Creamers
- Cups, lids, straws, sleeves

In the future, we will achieve more sustainability and reduce these product costs by using self-grown greenery and flowers. We also plan on introducing our own coffee and will roast our own coffee beans.

Our future product lines that we plan on introducing once we are more established is a larger menu of food items, potted plants/ a greenhouse and curated merchandise such as greeting cards, mugs, as well as other accessories.

What We Have

Flo+Co. was founded by Meg Hutchinson. Hutchinson is a professionally trained florist out of Franklin, TN. She received her degree in Supply Chain Management with a

collateral in Entrepreneurship from The University of Tennessee Knoxville. Hutchinson has been a professional florist for almost two years and although she is new to the job, she has distinguished herself as a superior designer in the Knoxville area. She is devoted to bringing high quality floral design back into the home and focuses on day-to-day floral design. She has also been working in a coffee shop as a barista for the past year, so she is familiar with the operations and work environment in this particular industry. She combines both her artistry and her general love of small business to operate her business at the age of twenty-two.



Her mother, Mandy Hutchinson, is a licensed CPA and will provide accounting services to the shop free of charge. Mandy is a huge asset to Flo+Co. Because she not only provides accounting services, but she has previously opened her own small business and offers advice for Meg as she begins her endeavours as a business owner.

Hutchinson has won \$20,000 in funding from various pitch competitions and has saved that funding for her business. Hutchinson is also currently operating out of her home and has saved a large amount of her profit from operations to put towards her opening.

What We Need

Flo+Co. currently needs a retail location in order to operate as a floral coffee shop. Our team is looking at locations in Nashville, TN that fit our space and rent needs that will be available for our opening in the next 1-2 years . Although we have one to two years before our expected open, we are hoping to save as much in the meantime as possible to fund this project.

We are also looking for a manager to take over the coffee side of our operations. Although Hutchinson has experience in the coffee environment, she wants an expert to focus solely on this shop product.

Lastly, Flo+Co. is currently also looking for potential investors to help with the funding of the initial shop buildout and the purchasing of our equipment needed for operations.

Market Description and Analysis

Our Target Customer

Based off of our market demographics, we have identified that our target market is females the age of 18-34 with incomes ranging from \$35,000-\$60,000. Our ideal customer is named Kristen. Kristen works as a content creator for a marketing company in Nashville. Kristen loves social media and is devoted to creating an aesthetic on her personal Instagram and she doesn't know if she could survive without coffee. She loves to meet her clients at cool new places in Nashville and believes it is important to pick a meeting environment that is trendy and "on-brand," with her image. During her free time, she loves hanging out with her friends on the weekend visiting more coffee shops and

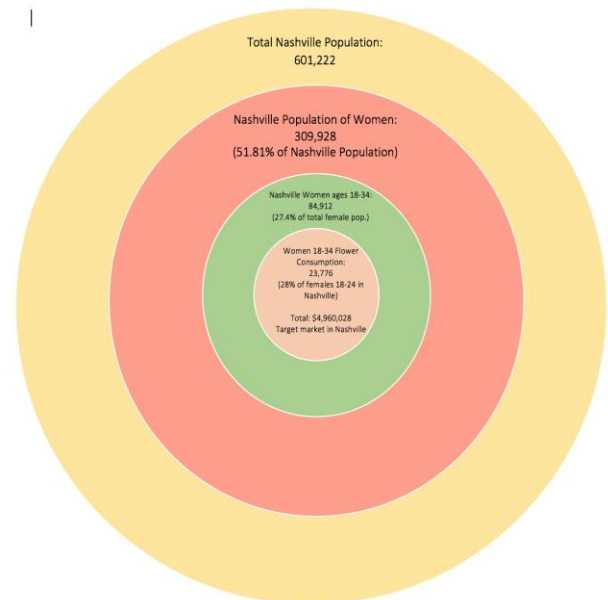
hip bars at night. Her feed is saturated with latte art, flowers and fancy overpriced cocktails.

Kristen is our ideal customer because the primary driver of both the coffee shop and floral markets is female buyers. These female buyers are driven by the desire to document their life through social media and sell their lifestyles as a brand to their friends, family or whatever other audience they have developed online. They generally seek out experiences alongside the products they purchase and they place high value on local businesses, companies with strong values and products that help to further their personal brand. These customers have disposable incomes and generally like to impulse buy items that fit a personal aesthetic and increase their perceived happiness.

Market Size

Market Size for flowers

Based on our target market/target customer, we were able to estimate our target market size by taking the population of Nashville (601,222) and calculating the number of females (309,928). Then, we took the population of females in Nashville and figured out the population between the ages of 18-34 (84,912). We then discovered that females the age of 18-24 account for 28% of floral sales

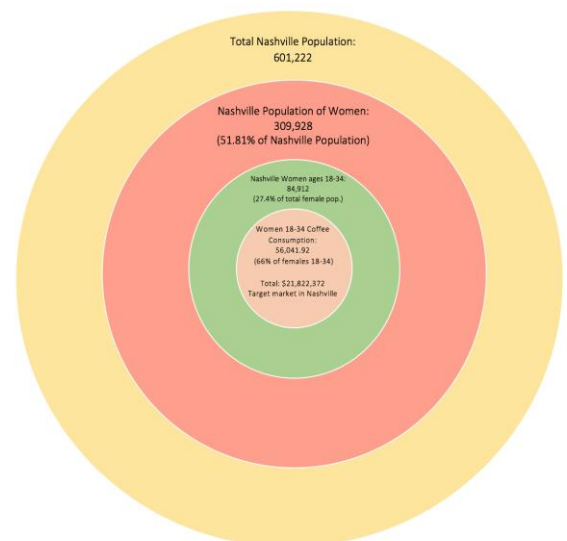


which leaves 23,776 potential customers (based on our target profile) in the Nashville area.

We then took the US floral industry (\$6.9 billion) and calculated that \$4.27 billion of the industry was cut florals (ie. flower bouquets) . Then we factored in that consumers between the ages of 18-34 accounted for 28% of floral sales and this meant that consumers in this age bracket accounted for \$1.2 billion in cut floral sales. Floral sales in the state of Tennessee account for 2.1% of the US market share in the cut floral industry- so that brings our target market size \$25.1 million. Then, based on population density in Tennessee cities, we estimated that the city of Nashville contained 25% of the states flower sales which means we estimate that the market in Nashville was then \$6.3 million. After that, we know that females account for 79% of flower sales- so we were able to determine that our target market (females in the Nashville area aged 18-24 purchasing cut floral products) was \$4,960,028.

Market Size for Coffee

Based on our target market/ target customer, we were able to estimate our target market size by taking the population of Nashville (601,222) and calculating the number of females (309,928). Then, we took the population of females in Nashville and figured out the population between the ages of 18-34 (84,912). Because 75% of females claim to drink coffee, we were able to estimate that 56,042 people fit our target profile in Nashville.



We know that in the US that the coffee industry is worth \$48 billion. People in the ages between 18-39 account for 39% of the US coffee industry, which accounts for \$18.72 billion. The state of Tennessee accounts for 1.2% of the US coffee sales, which means that \$224.6 million of the US coffee industry is located in Tennessee. We assumed based on population density and the population that 25% of the states coffee shops are located in Nashville. This brings the coffee market in Nashville to \$56.2 million and 51.81% of Nashville's population is females and 75% of females claim to be coffee drinkers. Therefore, this means that our market for coffee sales based on our target customer is worth \$21.8 million in the Nashville area.

These numbers for both flowers and coffee are estimates. In these figures we did not factor in incomes of our customers and the other customers that we anticipate to enter our shop.

Flo+Co. has a unique competitive advantage because our product combination and therefore, we can appeal to both males and females. We have identified that male's frequent coffee shops more frequently than they do florists. Therefore, any male who enters our shop will be exposed to our high quality unique floral design and may be inclined to purchase flowers as a future gift for a significant other or a family member. We also expect to obtain male customers due to the desirability of our brand to their significant others. We will become a household name in floral design and come "gift holidays," (I.e. Valentine's Day, Mother's Day, etc.) men will know that gifting our product will result in high praise and satisfaction from the recipient. This combination, therefore, increases the market potential for our products.

Despite consumption trends of gourmet coffee trending toward middle-aged customers, coffee use statistics tell us that most people start drinking coffee before age 20. This correlates to the trend of mostly young people gravitating more toward local coffee shops. Although we do believe we will gain middle aged customers who are grabbing coffee “on-the-go,” our brand appeals to millennials who are more likely to seek out a specific environment to obtain their products. These millennials will place as much (if not more) emphasis on the environment as the product itself.

Because of our limited-service approach to our floral products, we are mostly targeting impulse flower buyers, which make up 42% of all floral purchases. Our product sits in the middle of the typical floral cost range at \$45-\$75, so our product will appeal to those who want florals that are higher quality than supermarket flowers, but are frustrated and unwilling to pay the high prices set by large floral delivery companies for out-of-date floral designs. To grow our sales, we will also appeal to people who aren't *necessarily* impulse buyers, but have a pre-existing interest in flowers and appreciate the convenience of pre-made, high quality arrangements.

The reasoning behind our combination of flowers and coffee relates to the current customer perception of the floral services and flower shops available. Floral shops have been depicted by many customers as outdated and inaccessible. Due to this outdated system, customers are currently frustrated by the current floral buying system. This provides us an opportunity to fix the current perception of floral purchasing as well as providing a new modern design. This combination is desperately needed because although customer discovery shows that the target market for local coffee

shops is very similar to the target market for flower buying- flower shops have failed to modernize and adapt to current trends like coffee shops have.

Competitive Analysis

The idea for Flo+Co. relies on the fact that the combinations of products we offer are currently not supplied under the same roof in any location in the Nashville area. Looking out past the Nashville area, the closest combination of these two products can only be found in: Asheville, Ann Arbor Michigan, Los Angeles and New York City. Although we have no direct competitors in Flowers and coffee combined, Flo+Co. Identifies its major competitors in two groups: floral industry competition and coffee shop competition.

Competition

Florals

The floral industry is a very fragmented market and research finds that there is no player that accounts for a significant amount of market share. Sixty percent of floral businesses operate with only one employee. Grocery store floral departments and e-commerce companies are the major competitors in this industry and threaten and have thinned out the number of operating floral businesses. The Southeast population of the US holds 27.4% of the industry establishment in the United States, and the state of Tennessee holds 2.1% of the US market. Due to these components, I have grouped my competitors into three groups:

1. Grocery Store Flowers- Grocery Stores represent a large amount of cut flower sales in the United States. Forty-three percent of people look to grocery stores to provide cut flowers often for the price and convenience factors in mind. Grocery stores such as Trader Joes, Whole Foods and Kroger use their advanced supply chains to buy flowers in large quantities which also allow them to readily discount flowers if needed. In terms of profitability, US grocery stores group cut flower sales into a “nonfood” segment of sales (which includes household cleaning products, utensils, lawn and garden products, etc.) and this segment makes up 9.4% of their overall sales.



2. E-commerce flowers- E-commerce flower sales have been growing steadily. People who shop for flowers online are predominantly men (21% of market) who enjoy the ability to place orders 24/7 with a large selection. E-commerce floral companies such as Farmgirl Flowers, The Bouqs Co., and ProFlowers are all major competitors in the floral industry. These E-commerce websites have a disadvantage though, because they are charged heavily with overnight shipping costs- which are most



frequently charged to the customer. These shipping costs raise the perceived cost of flowers to customers.

3. Local Florists- Most thriving local florists are able to dominate their local markets due to their long time in business and development of relationships with their customers. Local florists that are able to pick up millennial trends in floral design are more likely to compete with Flo+Co.'s product mix. In the Nashville area, the shops we will be in competition with are: Flwr Shop and A Village of Flowers. Both shops focus on wedding flowers and high quality day-to-day flowers. They use current designs and on trend color palettes to win over consumers that are looking for flowers that are higher quality than grocery store flowers, e-commerce flowers or florists who sacrifice high quality for lower prices.



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Coffee

The coffee industry is currently experiencing 5.8% annual growth and is seen as a competitive industry with a low concentration. Coffee competition can be seen at both the local and chain levels and we can expect to compete with both of these players. 53.4% of the coffee shops in the US are considered small (employ nine or fewer employees) while 46.5% employ between 10-99 employees. These competitors are:

1. Large Chains- Large chains such as Starbucks, Dunkin Donuts and Panera all have large brand recognition and a convenience advantage. Starbucks is the leading player in the industry and benefits from having a large amount of locations, the convenience of a drive thru, and worldwide brand recognition. The Nashville area has 31 Starbucks locations within a 20-mile radius of Nashville.



2. Small Local Shops- In the Nashville area, local coffee shops are plentiful and are being established at a fast rate. With their abundance, it is important for us to be able to differentiate ourselves from our competition. We must work to ensure that coffee consumers who are looking for a local environment to sit and enjoy a cup of coffee choose our store every time. Some of the local competition in the Nashville area are: The Barista Parlor, Revelator Coffee, Café Rose, as well many others. These shops primarily sell coffee beverages and some have added food items to their product mix as well.



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Competitive Advantage

Flo+Co.'s competitive advantage is found in its unique product, its insurance of high quality product and innovative sales channels to increase brand recognition and ability to scale at a fast rate.

The Flo+Co. product mix is unique because it can only be found in five other locations in the United States. The idea can be found at a much higher rate in European countries and it has popped up in US areas that place a high emphasis on luxury goods and an appreciation of European culture. The floral industry is currently declining, and it has been identified that in order to survive in the industry, florists must find ways to stay relevant in millennial minds and prove the value of their product to young consumers. To do this, we believe that placing flowers in the familiar environment of a coffee shop will help to combat this issue.

Coffee shops are in the mature stage of the business lifecycle and they are often frequented by millennials with disposable income. Providing a coffee shop environment gets our customers inside of the door. We believe that adding the coffee component puts us ahead of our floral competitors because coffee is a product that gets customers into our shop to be exposed to our high-quality florals that are available for purchase. We also know that the atmosphere of a coffee shop filled with flowers and life will put us ahead of other coffee shops because we are able to create an even more inviting environment to encourage customers to come in and enjoy our space.

Flo+Co. is putting a spin on two different traditional brick and mortar shops and we trust that these two products will complement each other to help push sales of each product. This pushes us ahead of our competition because we are able to provide a

unique customer experience. Visiting our store becomes more about the experiential value. Our customers can expect a high level of visual aesthetic and will want to visit our store just to be able to take a photo in our location. This theory will be further strengthened by the power of our brand. We know that none of our competitors will be able to or are even trying to enter the market in the way that we are, there are no other large-scale experiential floral coffee shops- and this pushes us ahead of our perceived competition.

Flo+Co. has an advantage over grocery store flowers because we refuse to sacrifice quality in order to compete with grocery store prices. We know that our design qualities will be more appealing to millennials and we know that they will be more likely to spend a larger amount of their disposable income on “Pinterest” styled flowers. We take pride in combining more familiar flowers (ie. roses, tulips, etc.) with high quality, unique flowers sourced from California to create interesting bouquets that do not break the bank, but are still not perceived as “cheap.”

Currently, we have identified that grocery store florists tend to price their arrangements between \$15-\$35 and current florist’s arrangements tend to start at \$55-\$125. We plan on pricing our flowers around \$45-\$75 so that we can target customers who want flowers that are higher quality than supermarket flowers but do not want to spend around a hundred dollars every time they want a bouquet. We believe that the quality of our product will wow them and encourage them to buy from us for all gift occasions and for self-consumption.

Lastly, Flo+Co. is taking advantage of the uncrowded floral market. The largest amount of market share that one florist holds is 1.5% (1-800 Flowers) and we plan to

franchise our concept in order to become a household name in the floral industry. A brand comparable to our branding strategy is the Magnolia brand developed by Chip and Joanna Gaines. The Magnolia brand is a lifestyle centered marketing brand ****. Our brand is vital to our success and plan on gaining a large portion of the floral market by developing our company with millennials in mind. Once we develop our brand and begin to scale, that brand recognition will allow us to compete with local florists in different areas nationwide.

Operations Plan

Production Workflow-Florals

What is shocking is that in the floral industry, 45% of all cut flowers are actually discarded before they are sold to the public. The short life cycle of flowers is the main driver in flower cost, because for every flower a florist buys they can expect to lose almost a whole other flower. Breakage accounts for a portion of this due to shipping damage and a large amount of handling of the delicate product, but a large amount of this product is wasted because florists cannot accurately forecast the amount of product they need and in what styles. When you walk into a typical florist or when you order online it can be overwhelming how many options they are in various colors.

When florists offer flowers this readily, they experience large amounts of waste. All florists are forced to buy in bulk, so even if you are to sell one of a particular arrangement that is less popular you are likely forced to discard the rest of the bulk product you purchased.

Not only is this wasteful, but this is a large reason why flowers cost so much money. Any experienced florist is aware that in order to stay afloat they must factor in the cost of waste into their pricing strategy. This is why flower prices are perceived as so high. Therefore, Flo+Co. has adopted a strategy to minimize waste to actually reduce the amount we have to charge in our pricing equation, less reducing the amount that our customers have to pay for the product.

The “What you see is what you get,” model was developed in San Francisco and mimics the menu of a traditional fast food menu by offering only the most highly demanded product (ex. The original McDonalds menu only carried a cheeseburger, fries, and orange drink). Therefore, Flo+Co. will only carry one style of bouquet offered in three different sizes each week. The style will rotate each week depending on seasonality of flowers, but the designs provided will be based on the most highly demanded color pallets and styles. These styles will appeal to the millennial generation because they are based off of “Pinterest,” styles and feature flowers that are less commonly seen while mixing them with more well-known flowers such as roses, tulips, or carnations. In our current operations, we have found that product variation is key to our product success. Our customers love how they are always able to see a unique type of flower amongst the flowers they are already familiar with. Here is how our pricing breaks down for a small arrangement (12 stems):

-(1) We spend \$2 on our “Showy flower”- this flower is something that we believe our customers have never seen before and serves as a statement piece. We are confident that this higher product cost is valuable because it differentiates our bouquet

-(2-4) We spend around \$1 on these 3 flowers which typically end up being roses.

These flowers are generally larger, but are more common.

-(5-6) We generally spend \$1 on these flowers which are taller flowers such as snapdragons or stock. These flowers give our bouquets height.

-(7-9) We generally spend around \$.50 on these flowers which we refer to as our “workhorse” flowers. These flowers (such as waxflower and statice) are commonly known as filler flowers, but we believe they extend the perceived vase life of our bouquets. These flowers last a long time compared to the other flowers, so they will stay fresh and can last in the vase once the other flowers are removed.

-(10-12) Lastly, our greenery ends up costing approximately \$.50 for all 3 stems. These greens also last for a long amount of time with our workhorse flowers and work to increase the perceived density and height of the overall bouquet.

Therefore, the cost of our small bouquet flowers ends up being around \$9.00 and our packaging is \$1. This brings our cost of goods sold to \$10 and we intend on selling this bouquet for \$45.00 plus tax. The vase life of this bouquet is approximately one week.

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Our pricing structure for our medium and large bouquets will be similar to the outline above, but with our production model we have created we will use forecasting analytics to predict our demand so that we don't over purchase product and thus reduce our waste. We know that the variation and designer quality of the bouquet will justify the price difference between this bouquet and a bouquet of 12 red roses offered at the local supermarket.

Risks

The risks associated with this method is our lack of variety. We will not appeal to the consumer who is looking for 12 red roses specifically- because we will not carry this type of bouquet on a regular day. This means that we do not market to consumers who like one specific type of color or a very specific color scheme. Studies show though, that consumers generally like the limited selection better because it exposes them to different types of flowers and new color schemes, but we will lose sales to somewhere that makes specialty orders or holds a large diversified inventory.

Another risk associated with this type of model is the risk of a certain product not being available when it comes time to purchase the flowers. When we forecast our flower sales ahead of time we will have to expect variations year to year in the flowers we are able to offer to our customers. The other risk associated with floral forecasting is weather patterns. Unexpected weather variations not only change the availability of product but also vastly impact consumer consumption patterns. People are more likely to want to buy flowers on days that are nice and sunny, so if weather is unpredictably dreary in the month of May, this could greatly impact our forecasting schedule and our product demand.

Another risk we have is the work that is involved with managing two separate product lines. It will take a strong management team with people devoted to both products to ensure that one does not fail because we are too focused on the other. We personally worry more about the coffee due to the fact that my true passion is the floral side of the operation plus, the flowers are the more technical side of the business.

Although this is a concern, with a strong coffee shop manager this should be a risk we are able to combat.

Supply Chain

It is vital to our company that we perfect our product supply chain. Since flowers have such a short lifecycle we must ensure timely deliveries and reliable sources to ensure that there are few to no purchasing errors. Our product follows the newsvendor problem scenario in Supply Chain Management so it is important that we keep in mind that we have unknown demand for our product and if we purchase too much product, we cannot sell the product later and if we purchase too little we run the risk of running out of product and losing sales for that day.

Due to this, we believe that it is necessary to create relationships with products sourced from not only the nation's best floral vendors, but also vendors in our local areas. We currently have built a relationship with (and purchase from) Mayesh Florals in Los Angeles California. Mayesh is a high quality floral designer that specializes in premium product. They serve as a source for differential product that we are willing to spend a premium amount on.

We have also developed relationships with Nashville vendors who we use for day of purchases. They provide more standard product that we buy on a regular purchase. They serve as a vital resource in our supply chain because they provide a local source for imported flowers.

Lastly, relationships we are developing with local growers are vital to our success. Local flowers are important to our product mix because we want to support

local small business owners in our area. Our local growers allow us to skip the middleman in the supply chain and lengthens the lifecycle of our flowers. In the future we plan to grow some of our own product to further reduce our COGS.

On the coffee side of our supply, we initially will source our coffee from Honeybee Coffee, which is a brewer out of Knoxville. As we start to expand, we would love to include coffee bean brewing into our business model.

Production Process

Since we are planning on using the “what you see is what you get” model in our floral production, it is important that we perfect our floral design process. This way we are able to create a certain design pallet that our customers can expect every time they buy flowers from us. We will do this by creating weekly design “recipe cards” these cards will feature the three bouquet size designs for that week. On the back of the card there will be a list of which and how many flowers to use in the bouquet. This will allow us to really create our image and our bouquet style even once we begin to expand our business.

Our baristas who create our coffee beverages will also have recipe cards that they can reference when making purchased beverages. Just like our floral designs, we want to be consistent in the products we offer. These cards will help to minimize errors and recipe discrepancies in our coffee options.

The Brick and Mortar

The presence of brick and mortar stores is crucial to our business plan. Our flowers and coffee business concept is all based off of the experience that one has when they have these products together. We appeal to the Instagram generation, so it is our goal to give our customers a place where they can snap a photo and create a memory with family and friends. We want our customers to be able to experience our brand not only through our products, but through our physical locations.

Our brick and mortar space is crucial to our operations. We will build out locations that have space up front for our shopping, but also a large workspace in the BOH that provides us with the space to keep inventory for our coffee beverages as well as space for the production of our floral bouquets.

As we continue to open locations we believe that it is important to make sure that all of our shops have a specific aesthetic while also appealing to the particular local location in which they are established.

Financial Statements

ASSUMPTIONS

Bouquets	Price	Cost-M	Cost-L	Mix
B1(S)	\$45	\$9	\$3.33	45%
B2(M)	\$55	\$13	\$5.00	25%
B3(L)	\$75	\$22	\$6.67	30%

Events

Events	Price	Cost(M)	Cost (L)	GM%
W(S)	\$ 2,000	\$ 700	\$ 220	54%
W(L)	\$ 4,000	\$ 1,500	\$ 340	54%
W(XL)	\$ 8,000	\$ 3,000	\$ 680	54%
I	\$ 1,500	\$ 600	\$ 220	45%

Bouquet Demand (One Meg)

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Yr TOTAL
Y1(Knox)	10	70	40	40	70	70	70	20	30	30	30	40	500
Y2(Nash)	20	80	40	40	70	70	70	30	30	30	40	40	560
[HELP]													
Y3(Nash)+C	-	-	-	-	-	-	-	-	-	-	-	-	-

Event Demand per Month

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Yr TOTAL
Y1 W(S)	0	0	2	2	2	2	2	2	2	2	2	0	16
W(L)	0	0	2	2	2	2	2	2	2	2	0	0	16
W(XL)	0	0	0	0	0	0	0	0	0	0	0	0	0
I	0	0	3	3	3	1	1	1	2	2	2	0	16
TOTAL	0	0	7	7	7	5	5	5	6	6	6	0	48

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Yr TOTAL
Y2 W(S)	0	0	3	3	3	3	3	3	4	4	0	0	26
W(L)	0	0	2	2	2	2	2	2	1	1	0	0	14
W(XL)	0	0	0	0	0	0	0	0	0	0	0	0	0
I	0	0	2	2	2	0	0	0	2	2	2	0	10
TOTAL	0	0	7	7	7	5	5	5	7	7	7	0	50

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Yr TOTAL
Y3 W(S)	0	0	4	4	4	4	4	4	4	4	0	0	32
W(L)	0	0	1	1	1	1	1	1	1	1	0	0	8
W(XL)	0	0	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0	0	2.4
I	0	0	3	3	3	1	1	1	3	3	3	0	18
TOTAL	0	0	8.3	8.3	8.3	6.3	6.3	6.3	8.3	8.3	8.3	0	60.4

Event Labor (hours)

Consultation	Quote	Purchase	Const	Delivery	Total	Labor Rate
0.5	0.5	2	6	2	11	\$ 20.00
1	1	2	10	3	17	\$ 20.00
2	2	4	20	6	34	\$ 20.00
1	0.5	2	6	1.5	11	\$ 20.00

Income Statement	2019									
	Jul-19	Aug-19	Sept-19	2019(Q1)	Oct-19	Nov-19	Dec-19	2019(Q2)	2019(TOTAL)	
REVENUE										
Bouquets	\$ 3,955	\$ 1,130	\$ 1,130	\$ 6,215	\$ 1,695	\$ 1,695	\$ 1,020	\$ 4,410	\$ 10,625	
Events	\$ 13,500	\$ 13,500	\$ 15,000	\$ 42,000	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ 57,000	
Total Revenue	\$ 17,455	\$ 14,630	\$ 16,130	\$ 48,215	\$ 16,695	\$ 1,695	\$ 1,020	\$ 19,410	\$ 67,625	
COGS										
Bouquets	\$ 1,306	\$ 373	\$ 373	\$ 2,052	\$ 560	\$ 560	\$ 560	\$ 1,679	\$ 3,730	
Events	\$ 9,340	\$ 9,340	\$ 10,160	\$ 28,840	\$ 7,160	\$ -	\$ -	\$ 7,160	\$ 36,000	
Total COGS	\$ 10,646	\$ 9,713	\$ 10,533	\$ 30,892	\$ 7,720	\$ 560	\$ 560	\$ 8,839	\$ 39,730	
Gross Profit	\$ 6,810	\$ 4,917	\$ 5,597	\$ 17,324	\$ 8,976	\$ 1,136	\$ 461	\$ 10,572	\$ 27,895	
S,G&A	\$ 3,277	\$ 2,782	\$ 2,791	\$ 8,250	\$ 2,806	\$ 2,755	\$ 2,905	\$ 7,866	\$ 15,817	
Operating Profit	\$ 3,532	\$ 2,135	\$ 2,806	\$ 9,073	\$ 6,170	\$ (1,620)	\$ (2,445)	\$ 2,705	\$ 12,078	
Net Profit After Tax	\$ 3,532	\$ 2,135	\$ 2,806	\$ 9,073	\$ 6,170	\$ (1,620)	\$ (2,445)	\$ 2,705	\$ 12,078	
COGS										
Bouquets - materials	\$ 973	\$ 278	\$ 278	\$ 1,529	\$ 417	\$ 417	\$ 417	\$ 1,251	\$ 2,780	
Bouquets - labor	\$ 333	\$ 95	\$ 95	\$ 523	\$ 143	\$ 143	\$ 143	\$ 428	\$ 950	
Events - materials	\$ 8,000	\$ 8,000	\$ 8,600	\$ 24,600	\$ 5,600	\$ -	\$ -	\$ 5,600	\$ 30,200	
Events - labor	\$ 1,340	\$ 1,340	\$ 1,560	\$ 4,240	\$ 1,560	\$ -	\$ -	\$ 1,560	\$ 5,800	
Total Materials	\$ 8,973	\$ 8,278	\$ 8,878	\$ 26,129	\$ 6,017	\$ 417	\$ 417	\$ 6,851	\$ 32,980	
Total Labor	\$ 1,673	\$ 1,435	\$ 1,655	\$ 4,763	\$ 1,703	\$ 143	\$ 143	\$ 1,988	\$ 6,750	
Total COGS	\$ 10,646	\$ 9,713	\$ 10,533	\$ 30,892	\$ 7,720	\$ 560	\$ 560	\$ 8,839	\$ 39,730	

Income Statement	2020(Q1-Q4)					2021(Q1-Q4)				
	2020(Q1)	2020(Q2)	2020(Q3)	2020(Q4)	2020(TOTAL)	2021(Q1)	2021(Q2)	2021(Q3)	2021(Q4)	2021(TOTAL)
REVENUE										
Bouquets	\$ 6,780	\$ 10,170	\$ 6,215	\$ 5,085	\$ 28,250	\$ 7,910	\$ 10,170	\$ 7,345	\$ 6,215	\$ 31,640
Events	\$ 16,500	\$ 46,500	\$ 42,000	\$ 15,000	\$ 120,000	\$ 17,000	\$ 48,000	\$ 43,000	\$ 15,000	\$ 123,000
Total Revenue	\$ 23,280	\$ 56,670	\$ 48,215	\$ 20,085	\$ 148,250	\$ 24,910	\$ 58,170	\$ 50,345	\$ 21,215	\$ 154,640
COGS										
Bouquets	\$ 2,238	\$ 3,357	\$ 2,052	\$ 1,679	\$ 9,325	\$ 2,611	\$ 3,357	\$ 2,327	\$ 2,052	\$ 10,347
Events	\$ 7,980	\$ 22,300	\$ 19,840	\$ 7,160	\$ 57,280	\$ 8,080	\$ 22,600	\$ 20,040	\$ 7,160	\$ 57,880
Total COGS	\$ 10,218	\$ 25,657	\$ 21,892	\$ 8,839	\$ 66,605	\$ 10,691	\$ 25,957	\$ 22,367	\$ 9,212	\$ 68,227
Gross Profit	\$ 13,062	\$ 31,013	\$ 26,324	\$ 11,247	\$ 81,645	\$ 14,219	\$ 32,213	\$ 27,978	\$ 12,004	\$ 86,414
S,G&A	\$ 9,685	\$ 9,440	\$ 7,942	\$ 7,866	\$ 28,858	\$ 9,329.80	\$ 9,439.60	\$ 8,092.80	\$ 8,016.80	\$ 33,979
Operating Profit	\$ 3,377	\$ 21,573	\$ 18,381	\$ 3,380	\$ 52,787	\$ 4,889	\$ 22,773	\$ 19,885	\$ 3,987	\$ 52,435
Net Profit After Tax	\$ 3,377	\$ 21,573	\$ 18,381	\$ 3,380	\$ 52,787	\$ 4,889	\$ 22,773	\$ 19,885	\$ 3,987	\$ 52,435
COGS										
Bouquets - materials	\$ 1,668	\$ 2,502	\$ 1,529	\$ 1,251	\$ 6,950	\$ 1,946	\$ 2,502	\$ 1,710	\$ 1,529	\$ 7,687
Bouquets - labor	\$ 570	\$ 855	\$ 523	\$ 428	\$ 2,375	\$ 665	\$ 855	\$ 618	\$ 523	\$ 2,660
Events - materials	\$ 6,200	\$ 17,400	\$ 15,600	\$ 5,600	\$ 44,800	\$ 6,300	\$ 17,700	\$ 15,700	\$ 5,500	\$ 45,200
Events - labor	\$ 1,780	\$ 4,900	\$ 4,240	\$ 1,560	\$ 12,480	\$ 1,780	\$ 4,900	\$ 4,340	\$ 1,660	\$ 12,680
Total Materials	\$ 7,868	\$ 19,902	\$ 17,129	\$ 6,851	\$ 51,750	\$ 8,246	\$ 20,202	\$ 17,410	\$ 7,029	\$ 52,887
Total Labor	\$ 2,350	\$ 5,755	\$ 4,763	\$ 1,988	\$ 14,855	\$ 2,445	\$ 5,755	\$ 4,958	\$ 2,183	\$ 15,340
Total COGS	\$ 10,218	\$ 25,657	\$ 21,892	\$ 8,839	\$ 66,605	\$ 10,691	\$ 25,957	\$ 22,367	\$ 9,212	\$ 68,227

Operating Budget	Jul-19	Aug-19	Sept-19	2019(Q1)	Oct-19	Nov-19	Dec-19	2019(Q2)	2019(TOTAL)
Labor	\$ 141	\$ 66	\$ 66	\$ 273	\$ 81	\$ 81	\$ 81	\$ 243	\$ 516
Rent	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Utilities	\$ 1,500	\$ 1,500	\$ 1,500	\$ 4,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 4,500	\$ 9,000
Advertising	\$ 475	\$ 475	\$ 475	\$ 1,425	\$ 475	\$ 475	\$ 625	\$ 1,575	\$ 3,000
Monthly App. Charges	\$ 128	\$ 128	\$ 128	\$ 384	\$ 128	\$ 128	\$ 128	\$ 384	\$ 768
Mileage Expense	\$ 630	\$ 210	\$ 218	\$ 1,058	\$ 218	\$ 168	\$ 168	\$ 554	\$ 1,613
Office Supplies	\$ 83	\$ 83	\$ 83	\$ 250	\$ 83	\$ 83	\$ 83	\$ 250	\$ 500
Bank Fees	\$ 20	\$ 20	\$ 20	\$ 60	\$ 20	\$ 20	\$ 20	\$ 60	\$ 120
TOTAL	\$ 3,277	\$ 2,782	\$ 2,791	\$ 8,250	\$ 2,806	\$ 2,755	\$ 2,905	\$ 7,866	\$ 15,817

Operating Budget	Jan-20	Feb-20	Mar-20	2020(Q1)	Apr-20	May-20	Jun-20	2020(Q2)	2020(Q3)	2020(Q4)	2020(Total)	2021(Q1)	2021(Q2)	2021(Q3)	2021(Q4)	2021(TOTAL)
Labor	\$ 51	\$ 446	\$ 300	\$ 96	\$ 593	\$ 341	\$ 141	\$ 578	\$ 273	\$ 243	\$ 1,687	\$ 518	\$ 578	\$ 303	\$ 273	\$ 1,672
Rent	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Utilities	\$ 1,500	\$ 1,500	\$ 1,500	\$ 4,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 18,000	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 18,000
Advertising	\$ 475	\$ 1,000	\$ 1,000	\$ 2,475	\$ 600	\$ 1,000	\$ 600	\$ 2,200	\$ 1,425	\$ 1,575	\$ 2,500	\$ 2,475	\$ 2,200	\$ 1,425	\$ 1,575	\$ 7,675
Monthly App. Charges	\$ 128	\$ 128	\$ 128	\$ 384	\$ 128	\$ 128	\$ 128	\$ 384	\$ 384	\$ 384	\$ 1,536	\$ 384	\$ 384	\$ 384	\$ 384	\$ 1,536
Mileage Expense	\$ 56	\$ 784	\$ 283	\$ 1,123	\$ 283	\$ 451	\$ 434	\$ 1,168	\$ 750	\$ 554	\$ 3,595	\$ 843	\$ 1,168	\$ 871	\$ 675	\$ 3,556
Office Supplies	\$ 83	\$ 83	\$ 83	\$ 250	\$ 83	\$ 83	\$ 83	\$ 250	\$ 250	\$ 250	\$ 1,000	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,000
Bank Fees	\$ 20	\$ 20	\$ 20	\$ 60	\$ 60	\$ 20	\$ 20	\$ 60	\$ 60	\$ 60	\$ 240	\$ 60	\$ 60	\$ 60	\$ 60	\$ 240
TOTAL	\$ 2,613	\$ 4,261	\$ 3,410	\$ 9,685	\$ 3,010	\$ 3,823	\$ 3,206	\$ 9,440	\$ 7,942	\$ 7,866	\$ 28,858	\$ 9,330	\$ 9,440	\$ 8,093	\$ 8,017	\$ 33,979

Balance Sheet	2019						EO-2019	
	Jul-19	Aug-19	Sept-19	Oct-19	Nov-19	Dec-19		
Assets								
Cash	\$ 4,832	\$ 6,967	\$ 8,273	\$ 14,443	\$ 15,823	\$ 18,818		
Accounts Receivable	\$ 1,500	\$ 1,500	\$ 3,000	\$ 3,000	\$ -	\$ -		
Total Assets	\$ 6,332	\$ 8,467	\$ 11,273	\$ 17,443	\$ 15,823	\$ 18,818		
Liabilities and Owners Equity								
Current Liabilities								
Accounts Payable	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ -		
Total Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Long-Term Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Owners' Equity								
Invested Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Accumulated Retained Earnings	\$ 3,532	\$ 5,667	\$ 8,473	\$ 14,643	\$ 13,023	\$ 18,818		
Total Owners Equity	\$ 3,532	\$ 5,667	\$ 8,473	\$ 14,643	\$ 13,023	\$ 18,818		
Total Liabilities and Owners Equity	\$ 6,332	\$ 8,467	\$ 11,273	\$ 17,443	\$ 15,823	\$ 18,818		
Check balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

Balance Sheet	2020						EO-2020			2021			EO-2021	
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	2020(Q2)	2020(Q3)	2020(Q4)	2021(Q1)	2021(Q2)	2021(Q3)	2021(Q4)	
Assets														
Cash	16,583	\$ 14,972	\$ 17,095	\$ 24,119	\$ 31,466	\$ 41,069	\$ 41,069	\$ 54,350	\$ 60,130	\$ 64,419	\$ 83,593	\$ 105,878	\$ 109,265	
Accounts Receivable	-	\$ -	\$ 4,500	\$ 4,500	\$ 4,500	\$ 1,500	\$ 1,500	\$ 6,000	\$ 3,000	\$ 3,000	\$ 6,000	\$ 3,000	\$ 3,000	
Total Assets	16,583	\$ 14,972	\$ 21,595	\$ 28,619	\$ 35,966	\$ 42,569	\$ 42,569	\$ 60,350	\$ 63,130	\$ 67,419	\$ 89,593	\$ 108,878	\$ 112,265	
Liabilities and Owners Equity														
Current Liabilities														
Accounts Payable	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Current Liabilities	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Long-Term Liabilities	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Owners' Equity														
Invested Capital	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Accumulated Retained Earnings	16,583	\$ 14,972	\$ 21,595	\$ 28,619	\$ 35,966	\$ 42,569	\$ 42,569	\$ 60,350	\$ 63,130	\$ 67,419	\$ 89,593	\$ 108,878	\$ 112,265	
Total Owners Equity	16,583	\$ 14,972	\$ 21,595	\$ 28,619	\$ 35,966	\$ 42,569	\$ 42,569	\$ 60,350	\$ 63,130	\$ 67,419	\$ 89,593	\$ 108,878	\$ 112,265	
Total Liabilities and Owners Equity	16,583	\$ 14,972	\$ 21,595	\$ 28,619	\$ 35,966	\$ 42,569	\$ 42,569	\$ 60,350	\$ 63,130	\$ 67,419	\$ 89,593	\$ 108,878	\$ 112,265	
Check balance	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Statement of Cash Flows	2019							
	Jul-19	Aug-19	Sep-19	Q1(2019)	Oct-19	Nov-19	Dec-19	Q2(2019)
Beginning Balance	\$0	\$4,832	\$6,967	\$0	\$8,273	\$14,443	\$15,823	\$8,273
Operations								
Net Income	\$3,532	\$2,135	\$2,806	\$8,473	\$6,170	(\$1,620)	\$5,795	\$10,345
Change in Accounts Receivable	(\$1,500)	\$0	(\$1,500)	(\$3,000)	\$0	\$3,000	\$0	\$3,000
Change in Accounts Payable	\$2,800	\$0	\$0	\$2,800	\$0	\$0	(\$2,800)	\$(2,800)
Cash Flow from Operations	\$4,832	\$2,135	\$1,306	\$8,273	\$6,170	\$1,380	\$2,995	\$10,545
Investing								
Capital Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Flow from Investing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financing								
Capital Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Flow from Financing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	\$4,832	\$2,135	\$1,306	\$8,273	\$6,170	\$1,380	\$2,995	\$10,545
End Balance	\$4,832	\$6,967	\$8,273	\$8,273	\$14,443	\$15,823	\$18,818	\$18,818

Statement of Cash Flows	2020							2021						
	Jan-20	Feb-20	Mar-20	Q1(2020)	Apr-20	May-20	Jun-20	Q2(2020)	Q3(2020)	Q4(2020)	Q1(2021)	Q2(2021)	Q3(2021)	Q4(2021)
Beginning Balance	\$18,818	\$16,583	\$14,972	\$18,818	\$17,095	\$24,119	\$31,466	\$18,818	\$42,792	\$56,073	\$61,853	\$66,142	\$85,315	\$107,601
Operations														
Net Income	(\$2,235)	(\$1,612)	\$6,624	\$2,777	\$7,024	\$7,346	\$6,603	\$20,973	\$17,781	\$2,780	\$4,289	\$22,173	\$19,285	\$3,387
Change in Accounts Receivable	\$0	\$0	(\$4,500)	(\$4,500)	\$0	\$0	\$3,000	\$3,000	(\$4,500)	\$3,000	\$0	(\$3,000)	\$3,000	\$0
Change in Accounts Payable	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Cash Flow from Operations	(\$2,235)	(\$1,612)	\$2,124	(\$1,723)	\$7,024	\$7,346	\$9,603	\$23,973	\$13,281	\$5,780	\$4,289	\$19,173	\$22,285	\$3,387
Investing														
Capital Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Flow from Investing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financing														
Capital Contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Flow from Financing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	(\$2,235)	(\$1,612)	\$2,124	(\$1,723)	\$7,024	\$7,346	\$9,603	\$23,973	\$13,281	\$5,780	\$4,289	\$19,173	\$22,285	\$3,387
End Balance	\$16,583	\$14,972	\$17,095	\$17,095	\$24,119	\$31,466	\$41,069	\$42,792	\$56,073	\$61,853	\$66,142	\$85,315	\$107,601	\$110,987