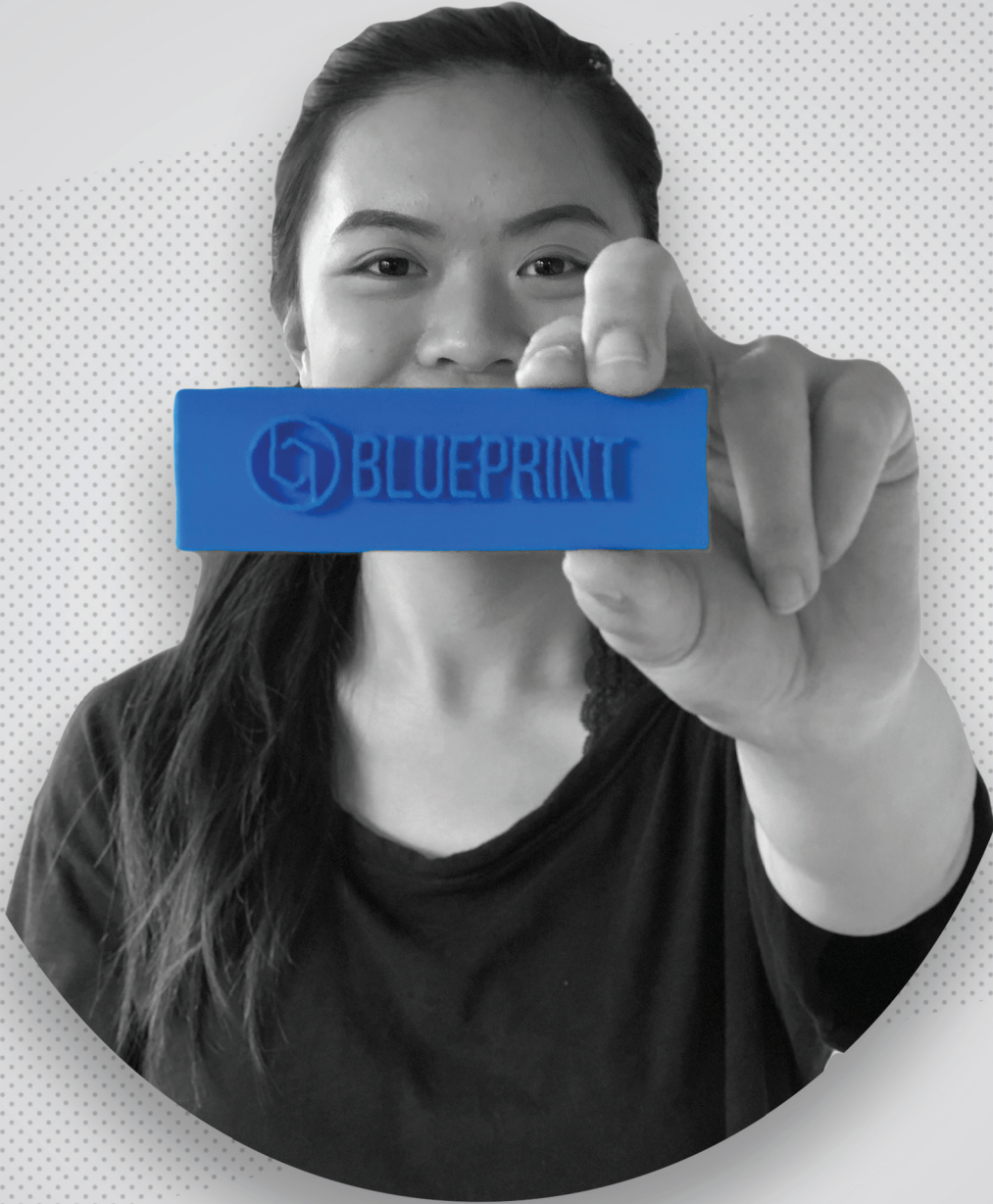




# BLUEPRINT

FROM VISION TO REALITY



# BUSINESS PLAN

2017 - 2018

# HELLO!



YASMEEN PERSAUD, CEO

“Working as a team, and building as a team not only encourages company growth, but self growth as well.”

-YASMEEN PERSAUD, CEO



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## TABLE OF CONTENTS

### COMPANY OVERVIEW (1)

### MISSION STATEMENT (1)

### MANAGEMENT FUNCTIONS (1)

- Planning
- Organizing
- Directing
- Controlling

### SWOT ANALYSIS (3)

- Strengths (Internal)
- Weaknesses (Internal)
- Opportunities (External)
- Threats (External)
- Pest Analysis (External)

### BUSINESS RISKS (6)

### ECONOMIC SNAPSHOT (6)

### REAL INDUSTRY ANALYSIS (8)

### VIRTUAL INDUSTRY ANALYSIS (10)

### COMPETITIVE ADVANTAGE (11)

### TARGET MARKET (11)

- Demographic and Geographic
- Psychographics and Behavioral Analysis

### MARKETING MIX (12)

- Product
- Price
- Placement
- Promotion
- Positioning
- Process
- People

### BUSINESS STRUCTURE (17)

### FINANCIAL PLANNING (17)

- Financial History/Overview
- Break-Even Analysis
- Cash Budget
- Income Statement
- Balance Sheet
- Investors Feasibility

### APPENDIX (21)

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## EXECUTIVE SUMMARY

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Technology has been advancing at a rapid rate, but many industries are still in need of innovation. 3D printing continues to disrupt modern day technology with personalized solutions going beyond simple problem-solving. BluePrint is a start-up company that leverages 3D printing technology to create prototypes, promotional items, and architectural models. Our product combination provides a unique value proposition.

BluePrint offers business solutions to revolutionize marketing. According to Forbes, in 2017, 90% of companies considered 3D printing as a competitive advantage for their business. With our prototypes, entrepreneurs can have an accurate representation of their products and can identify any key adjustments before production without needing to go overseas to get a prototype developed. Our standard promotional items are the solution for companies that have seen a drop in sales due to outdated sales tactics. Newly launched in January, our premium promotional line provides utility to leave behind material, thereby increasing brand awareness better than conventional marketing material. Architectural models provide an accurately scaled model rather than a standard 2D blueprint that is harder to visualize. BluePrint's product offerings need to be integrated into businesses for growth, new revenue streams, and expansion.

IDTechEx regards the 3D printing industry as revolutionary, with an estimated market value of 24 billion USD by 2027. These numbers are significant to BluePrint since it is predicted that clients will turn to companies that implement adaptable technology. We plan to provide the opportunity to experience a reliable, personalized, and fast 3D printing service. We own 100% of the 3D market in VE and BluePrint represents the change businesses are looking for. Compared to the norm of digital advertising, BluePrint emphasizes advertising leave behind material that improves personal sales strategies. The most effective form of marketing has always been face to face. It used to take three meetings to make a sale with a client and now it takes up to eight.

The production process at BluePrint becomes a personal interaction with the client, contacting them a minimum of four times to update them on the progress of their order. To lead our client during the production process, we offer a live stream video of their product printing. The process at BluePrint will improve customer satisfaction, create a viral element of sharing social media videos and print, and support our goals of client retention.

BluePrint paid off a startup loan of \$250,000 in January of 2018, four months earlier than anticipated, due to improved operations and excess cash flow. We broke even in February of 2018, and our management team is now focused on long-term growth. Our business is comprised of individuals with expertise in the fields of scientific research, journalism, engineering, and Junior Reserve Officers' Training Corps (JROTC). All employees are provided with monthly professional development workshops to increase corporate efficiency. We aim to provide our employees with what we provide to our clients: the opportunity to transform the traditional.



COMPANY OVERVIEW

BluePrint is a 3D printing company specializing in modern business solutions, including marketing materials, prototyping services, and 3D architectural models. It was founded at Francis Lewis High School in Queens, NY in October 2017. As a Limited Liability Company (LLC), this organization is exempt from paying corporate tax which is financially beneficial for a startup. All business profits and losses are filed under the personal income taxes of our members: Virtual Enterprise Coordinator Christopher Power, CEO Yasmeen Persaud, HR Director Iris Lin, CMO Amy He, CFO Jing Lin, and CPO Michael Kouroupakis. Christopher Power is an industry professional with backgrounds in 3D printing and design software, while our upper management team is comprised of business leaders in the fields of scientific research, journalism, and Junior Reserve Officers' Training Corps (JROTC). Shared ownership allows them to make informed decisions that will drive BluePrint to success.

MISSION STATEMENT

From paper to 3D. From idea to prototype. From vision to reality.

BluePrint's mission is to improve business operations by leveraging 3D printing technology to improve marketing and sales strategies.

MANAGEMENT FUNCTIONS

Short-Term Corporate Goals	Strategies
Promote customer satisfaction	Creating a feedback section on the company website, by February 2018
Fulfill our social responsibility by integrating a filament recycling device named Protocycler	Purchasing a Protocycler to reuse filament from old projects and begin implementing a reward program to encourage clients to donate their unused products for a discount on future orders, by March 2018
Transition from an LLC to C Corp	Modify corporate structure to fit a legal team in order to process the change, by October 2019
Long-Term Corporate Goals	Strategies
Give back to community	Establish a Pledge Project. Our company donates 5% of our profit and employees volunteer 5 days a year to community service, ongoing
Continue to encourage greater participation of women in the Engineering field.	Develop advertising material targeted at female leaders to encourage female involvement in STEM fields, ongoing
Employee Goals	Strategies
Cultivate skilled professionals who have both soft and hard skills that make them valuable in the workforce.	Implement professional development in the company's organization to prompt first principles thinking and a broad understanding of advanced technology and software, ongoing

Planning

At BluePrint, we built a startup culture focused on growth that enables us to prepare for the future. Our team will gauge performance through a list of objectives that encourage direction and success.

Organizing

BluePrint believes that team leadership is the key to success and a healthy corporate culture. Our company is divided into three major departments that collaborate to establish efficiency and teamwork. We have a traditional corporate hierarchy because employees need to be assigned specific roles. This ensures that upper management creates priorities and goals for the company. Upper management maintains our operations, while our HR team provides professional development workshops and employee improvement plans to improve company culture. Department directors follow directions from upper management and suggest new ideas to implement. While this structure is most

suitable for productive workflow, we understand the potential threats of having a top-down management approach. To counter these drawbacks, our office uses an open floor plan that allows for greater structural fluidity. Instead of working in isolated cubicles, employees are in

a stimulating business environment with large interior conference areas, whiteboard walls, dual screen computers, and SMART technology. There are no office doors which encourage open collaboration among management personnel and employees, creating a system of interdependence and comfortability. Employees feel valued because their contributions to the company are recognized and their ideas are considered at all levels.

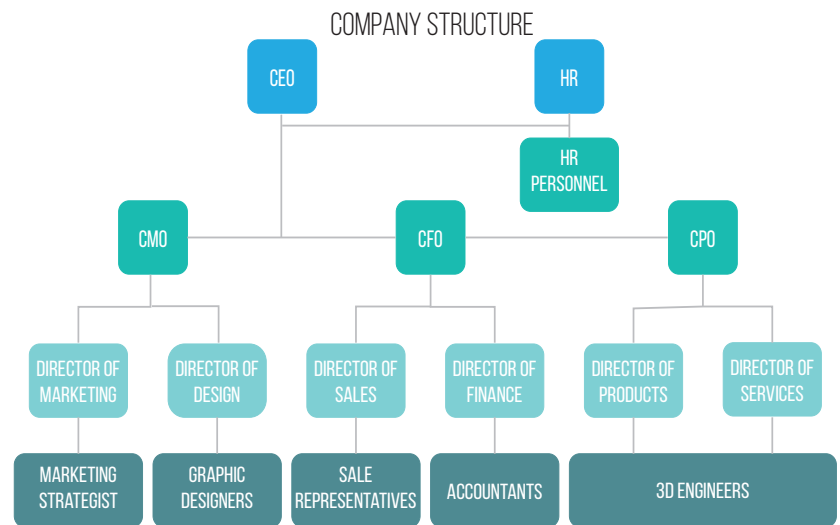
### Directing

Trello has been integrated BluePrint as the primary platform for project management (See Figure 1.1). Chief officers are responsible for developing and posting detailed weekly agendas for members of their respective department. Each agenda includes the goals and projects for the week, actionable steps for completion, and corresponding timeframes for completion. With this tool, members of management can be notified of project completion or conflicts immediately. To further counteract miscommunication, we also utilize Discord. People can connect through servers and speak in chat rooms, suitable for after hour conference calls.

We base professional development workshops and presentations on first principles thinking. This entails understanding and not just memorization. With first principles thinking, employees break down new complex concepts related to real-world issues by first learning the fundamentals, then applying it. In order to understand Trump's tax plan, employees had to first learn business and corporate tax rates.

### Controlling

BluePrint's workflow is largely attributed to a culture of self-accountability and a mutual understanding of company values. Our company values of initiative, leadership, collaboration, and generosity are fostered by job enrichment. The employee manual outlines job responsibilities and standards which must be read and signed by all new hires. In order to further integrate job enrichment into our company, we offer flexible work hours. Employees are at liberty to schedule their week however they see fit to meet deadlines and begin future assignments. By allowing more autonomy in planning and decision making, there is higher job satisfaction which serves to boost morale. To ensure employees use their time productively, a meeting is held every Monday to review agendas. Management personnel then



reconvene at the end of the week to assess the company’s performance for that time. Corporate issues are addressed and observable irregularities and issues amongst employees are documented by HR. If there is a pattern of violations, company-wide announcements are made and memos are shared to address the issue.

The company’s progress is measured through the completion of evaluation forms by the 10th of each month. Assessments are conducted in a lateral, top-down, and bottom-up manner. The implementation of a peer assessment segment allows for a more thorough examination of BluePrint’s culture. As a result, employees have opportunities to evaluate their peer’s performance. Data is reviewed and organized into separate categories: strengths, weaknesses, and areas of improvement. All of this data is then shared with the company. If there are issues specific to employees, they will be given an Employee Improvement Plan (See figure 1.2) that includes developmental procedures and dates for weekly follow-ups to monitor growth. In the case that the employee fails to cooperate or there is a lack of improvement, relevant upper management personnel will discuss more serious disciplinary action, such as demotions or termination.

SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"><li>• Start-Up Flexibility</li><li>• Internship Program</li><li>• In-House Production</li><li>• Employee Experience</li></ul>	<ul style="list-style-type: none"><li>• Start-Up New York</li><li>• Shift away from paper advertisements</li><li>• Focus on “Made in America”</li></ul>
Weaknesses	Threats
<ul style="list-style-type: none"><li>• Financial Limitations</li><li>• Consumer Credibility</li></ul>	<ul style="list-style-type: none"><li>• Companies purchase 3D printers</li><li>• Inaccurate VE database</li></ul>

Strengths (Internal)

BluePrint has an experienced employee base. Our employees have training because they participated in a business sequence that includes computer applications and entrepreneurship courses. Employees understand the fundamentals

of business and have developed a versatile skill set. Our internship program also provides BluePrint with additional assistance at a low cost. As a startup we have an advantage over larger businesses, such as 3D Systems and ExOne. When clients change their order specifications, we operate through very few channels. Our sales and production teams work with in-house 3D printers, making it easier to update orders and notify clients. With a smaller workforce, communication becomes less problematic, resulting in faster production.

Weaknesses (Internal)

Due to a \$250,000 startup loan, BluePrint faced financial and marketing limitations. A portion of our revenue was spent paying the loan in monthly installments, resulting in higher monthly expenses. However, we were able to cut operational costs. Instead of ordering filament for \$30.00 per roll directly from the manufacturer, BluePrint was able to find 39 rolls of filament (900 grams each) for \$10.00 per roll from a wholesale supplier, allowing us to cut our expenses to maximize profit. As a startup, we lack consumer credibility because we have not established ourselves within the market. By applying to be a Certified Ad Vendor for Virtual Enterprise, we can increase credibility in the industry and reach our

target market at no additional cost. Furthermore, our website includes consumer reviews along with each product line to increase buyer confidence. Digital ad space was purchased from Nüapps to increase brand awareness.

### Opportunities (External)

In New York, the START-UP NY program is one of the most beneficial opportunities available to new businesses. BluePrint is already working to meet the qualifications of START-UP NY, which allows new businesses to operate tax-free for 10 years if partnered with a college or university. BluePrint is affiliated with Long Island University Brooklyn and Farmingdale State College, allowing us to take advantage of extra workspace and college professor collaboration. As an LLC, we do not have to pay corporate tax, cutting down our expenses. START-UP New York would cut our operating cost by \$212,081.67 and increase our net profit from \$1,287,084.21 to \$1,499,165.88, a 14.15% increase. This would allow us to reinvest revenue into BluePrint's growth.

**“START-UP New York would cut our operating cost by \$212,081.67 and increase [by] 14.15%”**

An industry opportunity is the current migration away from paper marketing. Two of the largest publishing companies, People and Time magazine, have reduced their print rates. In October of 2017, Time magazine announced that it will cut print circulation by 250,000 copies per issue. This cutback forces businesses to look for new places to invest their advertising budget to reach consumers. BluePrint's 3D services are the perfect alternative businesses are searching to increase brand awareness.

### Threats

Instead of having to use our services, firms can hire their own 3D modelers and purchase 3D printers. This would impact meeting revenue projections. However, BluePrint's experienced team provides us with a competitive advantage. By hiring and training our engineers, we eliminate the learning curve and provide a quick turnaround time. VE's inaccurate market insights database provide an outdated listing of VE firms. This makes it difficult for sales and marketing to formulate an accurate listing of competitors and potential consumers. Compiling our own market research will mitigate this risk, but it will be time-consuming.

## PEST ANALYSIS

To further expand on external opportunities and threats, we use a P.E.S.T. Analysis (Political, Ecological, Social, Technological). We make smarter business decisions by examining macro-environmental factors, creating a more effective operational and marketing strategy. This allows us to be proactive and not reactive by identifying business solutions before issues arise.

## Political

An ongoing debate regarding global trade and the repeal of the North American Free Trade Agreement (NAFTA) is an issue we monitor. Twenty-three years later, NAFTA terms are no longer beneficial to the U.S. and Canada. Mexico has benefited more from NAFTA by exporting resources to the U.S. without importing American goods, thereby restricting the American economy. According to the Economic Policy Institute's (EPI) 2015 report, the U.S. lost 5.7 million manufacturing jobs between March 1998 and 2013 due to outsourcing. Trump threatened to impose 35% tariffs on Mexican imports and 45% tariffs on Chinese imports in order to discourage businesses from outsourcing and to help generate more jobs. The repeal of NAFTA and the increase of tariffs on international trade could prevent American retailers from selling their products at competitive rates, impacting growth and increasing product prices. BluePrint is not directly affected by new border taxes because filament and MakerBot printers are made in Brooklyn, NY. BluePrint does not need to raise prices to compensate for new tariff rates because we do not import materials or export products. Therefore, we have a competitive advantage by keeping our prices low.



## Ecological/Environmental

BluePrint plans to reduce our ecological footprint, creating positive publicity and increasing sales. Our 3D printers use a nontoxic and biodegradable PLA (polylactide) filament. Our corn-based filament adheres to regulations created by the Occupational Safety and Health Administration (OSHA) and the European Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), making it a better economic and environmental choice.

BluePrint is also looking to invest in a ProtoCycler which grinds up nontoxic thermoplastics into reusable PLA filament. We will be initiating a recycling program for consumers to donate PLA products in exchange for a discount on future orders. The program will use a graduated discount system where a minimum of 15 grams of recyclable plastic can be exchanged for a 5% off coupon. The program will promote BluePrint as an eco-friendly firm.

## Social

One of the key opportunities for BluePrint is that consumer purchasing patterns have gravitated toward all American made products. According to Consumer Reports, 80% of consumers would rather buy domestically made goods over imported ones. In response to the shift in consumer preferences, famous brands such as Under Armour are moving some manufacturing back to the U.S. In January 2017, Under Armour released their first American made sports apparel line. Adidas also announced plans to open a 74,000 sq. ft factory in the U.S. that will produce 50,000 pairs of shoes and create 160 U.S jobs. BluePrint operates similarly because all aspects of our operation are based in New York, including product engineering and manufacturing. Adding a "Made in America" sticker on product packaging makes Americans



feel more patriotic when purchasing from BluePrint, knowing that they are generating jobs in the U.S. and supporting small businesses in the North American market.

### Technology

At BluePrint, we use Fused Deposition Modeling (FDM) technology to print products, a method pioneered in 1992 by Stratasys. Since then, new 3D printing technologies have emerged. Carbon 3D released a high-speed CLIP (Continuous Liquid Interface Production) machine in 2015 with a printing speed 25 to 100 times faster. Carbon 3D's CLIP printers are priced at \$50,000. The growth in the 3D printing industry has been tremendous. Wohlers Report in 2016 reported the industry to have exceeded 5.1 billion USD. As the 3D printing industry continues to grow, printing technology will continue to advance, and BluePrint will make investments in new printers to improve the industry.



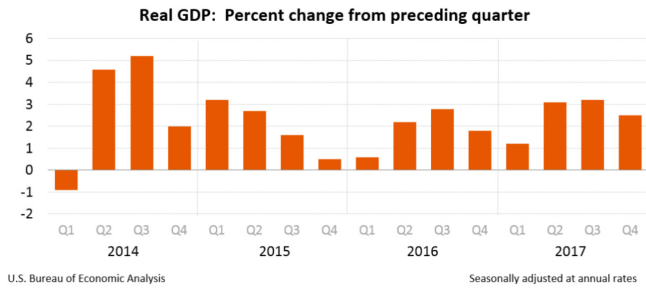
## BUSINESS RISKS

Our greatest business risk lies in our operations since we have purchased older model printers, the 2014 MakerBot Replicator, to lower operational expenses. With these printers, the average print time of our largest product can take as long as 28 hours, while a newer printer like Carbon3D's M2 printer, cuts that time to 7 hours. However, Carbon3D has a subscription-based pricing system of \$50,000/year and an initial \$10,000 installation and training fee. Understanding the importance of customer relationships and time, we allocated the \$49,980 to 20 MakerBot printers instead. The number of printers we have compensates for the greater production time and offers the flexibility to work simultaneously on multiple projects. As our profit increases, we will invest in newer printers to accelerate print time.

## ECONOMIC SNAPSHOT

BluePrint uses several economic indicators to predict the overall health and direction of the economy. We focus on the national GDP, non-farm payroll (unemployment rate), monetary policy, inflation rate, and the housing market. With this information, we can adjust prices, project sales, and better predict consumer trends. Additionally, we place special emphasis on an e-commerce indicator, as we project 10% of our sales coming from our e-commerce platform. Indicators and data will show that the U.S. is currently in a Goldilocks economy as suggested by CNBC, meaning that there is low inflation, low unemployment, and moderate growth. This is important to BluePrint because it indicates that in a stable economy, businesses will have the confidence to purchase more products.

The Q4 2017 GDP growth rate report showed 2.6% growth (See figure on page 7). Since the real GDP is between the ideal range of 2-3%, it indicates that the U.S. economy is strong with moderate growth. This means consumer spending will continue to increase which will help businesses earn greater profits. In turn, BluePrint will have the



opportunity to sell to businesses attempting to reach the healthy consumer.

Non-farm payroll is another indicator that BluePrint uses to measure the health of the economy. The Labor Department data shows a consistent trend line

of decreasing unemployment. From September 2015 to February 2018, unemployment dropped from 5.0% to 4.1% (See figure 3.6), the lowest in 17 years. As the unemployment rate decreases, more people will work and productivity will increase. Workers will have stable wages resulting in increased discretionary incomes and increased purchasing power for consumers and businesses. When consumer spending rises, there will be an increase in cash flow for businesses which will drive the economy forward. Instead of laying off workers to raise earnings and improve balance sheets, corporations will focus on investing in growth and increasing their marketing budgets. As a company primarily targeting businesses, this greatly benefits BluePrint.

Monetary policy directly impacts the operations of BluePrint because we had a loan with a variable rate of 5.25% to cover the initial startup expenses. Since there is a balance of moderate growth and low inflation in the economy, we predict a tightening monetary policy from the Federal Reserve Bank. In September 2017, the central bank decided to begin the withdrawal of money from its investments during the 2008 Financial Crisis. This is a significant change in policy because it suggests that the Federal Reserve is confident that the U.S. economic performance is strong. In addition, our financial team expects interest rate hikes within the next 6-12 months, since the Federal Reserve's goal is to maintain slow, moderate economic growth. In the past 2 years, the interest rate in the U.S. has increased to 1.5%, a total of 5 times as of November 28, 2017. If the interest rate continues to increase within the next 6-12 months, BluePrint will need to revisit investments and financial decisions because our clients may adjust their spending habits, directly impacting the sale of our products.

BluePrint looks at inflation rates to determine whether we need to increase or decrease the price of our products to compete in the market. As of February 2018, the inflation rate is at 2.2%. The inflation rate has been fluctuating narrowly around the 2% mark during 2017 which leads us to believe that the inflation projections are not accurate (Figure 3.2). We are not convinced that the inflation rate will increase significantly above 2.0% based on one key phenomenon we observe in the global economy. BluePrint economist Jing Lin believes that the source of this key phenomena is the low inflation that comes from pricing competition, specifically from Amazon. Striving to hold the largest client-base, Amazon has been expanding the range of products they are selling while lowering the prices to maintain a larger market share of online retail. Recently, Amazon purchased Whole Foods to expand their products

and services. Competitors such as Staples and Walmart have lowered prices to compete. This phenomenon has been dubbed “The Amazon Effect”. Low inflation will allow BluePrint to prosper through our business consumers, and we will be able to continue to have a healthy balance sheet.



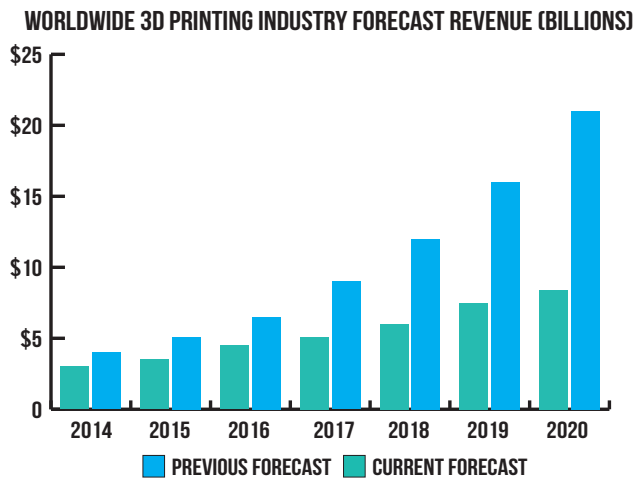
Since BluePrint provides corporations with architectural models, we will closely monitor the housing markets for changes in growth because this product line is dependent on the health of the housing industry. The healthier the housing market, the more companies will look forward to buying properties for their offices. They will also look into redesigning so that their employees will feel the most comfortable, increasing productivity. As a result, construction and interior design firms will work with BluePrint for their blueprinting needs. The National Housing Market Index (NHMI) combines data from the International Center on Housing Risk (ICHR) and the First American Data Tree (FADT), the leading provider of public and electronic property records. The national housing market demand has increased and there has been an 8.6% increase in home sales transactions this year. There is substantial optimism in the housing market and it is a great opportunity for BluePrint to increase sales.

As technology is advancing, more consumers are turning to the internet to satisfy their purchasing needs. We use e-commerce sales to analyze online sales patterns. According to the report from the Commerce Department, “Total e-commerce sale for 2016 was at \$394.9 billion, an increase of 15.1% from 2015.” By Q1 2017, e-commerce sales reached \$105.7 billion and we predicted that by Q4 2017, total e-commerce sales would reach \$450 billion. The Department of Commerce announced that online sales growth of 2017 increased by 16% compared to growth in 2016 and surpassed our predictions, reaching \$453.5 billion. Based on our sales projection (See figure 2.3), 10% of our sales will be from web transactions. By understanding this trend, our sales and marketing department will be refocusing marketing strategies to plan effective methods to make improvements to our e-commerce platform.

## REAL INDUSTRY ANALYSIS

The world of additive manufacturing was once unrecognized, and now it is considered the leader of the next industrial revolution, according to Business Insider. In 2013, there were only 40 established 3D printing firms. However, the fast-evolving technology of 3D printing has helped redefine the manufacturing process and increase efficiency in the business sector across a wide range of industries. The growth of the 3D printing industry now has approximately 200 3D printing services in New York alone and over 500 in the U.S. The biggest influencer in the e-commerce Industry, Amazon, sees the value having partnered with MakerBot in 2013. Amazon is now a reseller of the MakerBot Replicator 2 Desktop 3D Printer in their recently launched 3D Printer Store.

Unlike traditional marketing processes, 3D printing allows businesses to reduce production time due to its ability



to print products in large quantities. The potential found in 3D printing has appealed to many businesses who are now embracing this rapidly changing, innovative technology (See figure 2.1). The automotive, construction and medical industries produce more effective results and generate more profit by using this advanced printing technology. A leading aerospace manufacturer, General Electric Aviation (GEA), started 3D printing fuel nozzles for their engines.

GEA announced that this process will cut manufacturing costs by 75%. UPS (United Parcel Service), one of the biggest postal service firms, has also branched itself into the printing field by printing pre-designed 3D CAD files of architectural models and prototypes. Contrary to UPS, BluePrint develops designs in addition to printing prototypes and architectural models in-house for clientele. IDTechEx's detailed forecast estimates a market value of \$24 billion by 2027. Thus, industry professionals project that there will be an increase of 55% in the investment of 3D printing services and solutions.

Additive manufacturing provides the ability to lower labor costs and increase construction accuracy. With that in mind, 3D printing scalable architectural models means a change in the construction industry in terms of employment and efficiency. Job opportunities will shift in the industry, creating a new demand for 3D engineers specialized in developing these models. Small models like BluePrint's, are replacing wood and foam models. After designing these models in AutoCAD, they can be printed with concrete, wax, foam, and polymers using industrial 3D printers made for construction. 3D printed materials have proven to be safe and sturdy for buildings. In October 2017, 3D printing researchers published a new technique for Marine grade stainless steel. They reported that 3D printed stainless steel exhibited greater strength and flexibility than traditional stainless steel.

Currently, the 3D printing industry faces the challenge of skilled laborers and startup costs. Since 3D printing is such a new field, there are few people with the design and engineering skills to operate 3D printers. Companies need to invest in training for new and old engineers. While these printers reduce production costs in the long-term, there is the initial investment expense for materials and the printer that can cost tens of thousands of dollars. However, 3D printing is projected to get 300% faster while becoming 50% cheaper, therefore having the ability to impact every industry. 3D printing technology has played a vital factor in NASA's recent missions due to the infinite capability of customization services it offers. Instead of sending tools to space, NASA has sent 3D printers into space to print files of customizable replacement parts and tools at the international space station. 3D printing was reported to have increased NASA's efficiency and lowered their production cost. We utilize 3D printing



in a similar way, by offering customizable products to our clients.

The 3D market uses computer-aided designing to support the medical field. This is a major opportunity for BluePrint. Our prototyping services can assist entrepreneurs in the medical industry by printing sample designs of potential prosthetics and other medical devices. According to 3ders.org, high-end 3D printers can even create a \$50 3D printed hand that provides the same day to day functionality that a \$42,000 prosthetic hand offers. BluePrint already creates functional prototypes, and in the future BluePrint plans to invest in newer printers that print unique materials to help the medical field print skin for burn victims, airway splints for babies with respiratory issues, artificial organs, and even pills. The ability of 3D printing can expand to biotically print organs, getting rid of the transplant waitlist.

Globally, the largest 3D printing demand is in North America, which accounts for 40% of 3D printing market revenue. The demand will only grow as consumers and businesses venture into the 3D market. As 3D printing continues to spread its influences across industries, its ability to eliminate the disadvantages of outsourced manufacturing will spread as well. We see an increased opportunity for businesses to use BluePrint for their business as 3D manufacturing becomes more adapted.

## VIRTUAL INDUSTRY ANALYSIS

Out of 582 national Virtual Enterprise firms, our competition lies within the 42 firms that operate in the fields of marketing and advertising. We have no competitors in the prototyping and scaled architectural models industry. Therefore, we own 100% of the market in both fields and our 3D solutions improve personal sales strategies. For marketing and advertising, our main competitor is Tsquared MedEA. Tsquared offers digital advertising, something we do not offer. Instead, we focus on advertising leave behind material that improves face to face sales. Furthermore, having three different product lines gives us a competitive advantage by reaching a larger client base. The key to staying relevant is staying updated and applying new business strategies.

BluePrint provides architectural models for the 17 real estate companies in the United States that had a total revenue of \$9,881,485 from July 2016 to June 2017 (all numbers are from VE marketing insights July 2016-June 2017). Our models give them better visualizations of their 2D schematics of buildings. BluePrint will be able to create prototypes for the 454 Virtual Enterprise firms listed under a variety of categories including Unconventional. BluePrint will provide entrepreneurs and businesses with unique prototyping capabilities so that they can create new product lines to increase revenue. BluePrint's advertising, architectural models, and prototyping, will help increase the market value of these companies. We aim to help advertise companies more effectively. BluePrint sees the ability to sell to 90.9% of Virtual Enterprise businesses, making the 3D manufacturing field attractive and profitable.

Currently, BluePrint has no competition in the fields of 3D prototyping and architectural models. As other firms

begin to enter our market in the future, we plan to stay ahead of competition by continuing to be innovative. We will have “first to market advantages” and an experienced staff. For our promotional line, we are continuously experimenting with new ways to print because the field demands ingenuity. Our company sees opportunities in medical, manufacturing, and shipping.

We plan to upgrade our 3D printers to Carbon 3D printers in 2018-2019, thereby having access to print in new materials and access more industries. BluePrint’s growth plans will bring new investors and as sales increase, a larger audience.

“Currently, BluePrint has no competition in the fields of 3D prototyping and architectural models.”

## COMPETITIVE ADVANTAGE

T-Squared MedEA is our primary indirect competitor in the VE advertising sector. T-Squared sells advertising for businesses on social media platforms, while BluePrint provides 3D printed promotional products. T-Squared’s mobile marketing may drive away clients because the ads are intrusive and cannot be tailored to specific clients. Ordinary websites and paper flyers are static and often disregarded by consumers (See figure 2.5). Face-to-face strategies and sending product samples to clients offer the opportunity to readjust pitches and increase brand awareness by appealing to the client’s interest. Innovatio offers generic 3D printed products and targets consumers. BluePrint on the other hand, targets businesses with custom products, narrowing our scope. Our three product lines provide differentiation, offering products to various segments of our target market. We offer prototyping services to young entrepreneurs and promotional items to companies attending trade shows, while Innovatio does not. In terms of architectural modeling and prototyping through 3D printing, UPS offers the same 3D services. UPS however, only does the printing. A third party partner, HoneyPoint3D, provides the CAD designs. Although we both offer the same type of product, BluePrint provides a more personal customer experience with in-house design and production. Developing a selling proposition based on Porter’s Generic Strategies: lower cost, differentiation, and competitive scope. These strategies drive sales. Discounts attract cost-sensitive businesses, so we offer up to 15% discounts to loyal clients and clients who donate to our recycling program.

“We offer up to 15% discounts to loyal clients and clients who donate to our recycling program.”

## TARGET MARKET

BluePrint’s 3D printing can become the best alternative for businesses when communicating their vision because it is easily accessible. At BluePrint, we can print at a speed of 23 grams/hr, offering our business clients an on-demand solution with a fast turnaround.

### Demographic and Geographic

We recognized that marketing to individual consumers over companies was not a lucrative strategy. Although

**“BluePrint has a B2B sales strategy directed towards businesses in need of our 3D business solutions.”**

consumers give us a larger target audience, gearing our products towards businesses is more profitable. Therefore, BluePrint's focus is B2B, directed to businesses in need of our 3D business solutions, with startup companies receiving more attention. BluePrint is focusing sales efforts on areas that contain a larger number of VE firms, the

Northeast, Southeast, and West Coast. Since the surplus of VE firms in an area equates to more competition, businesses are forced to come up with new and exciting ways to market and attract consumers.

### **Psychographics and Behavioral Analysis**

The young adult minds that run these VE firms are 16-20 years old and forward-thinking. Businesses are constantly trying to stay up to date with the latest fads, seeking to create their own trends for sales tactics online events and tradeshows. Old outdated methods no longer pique their interest. In terms of telemarketing, it used to take three calls to reach a prospect, now it takes eight. Consumers are growing numb to conventional advertising and businesses are looking for something new that overlooks the conventional. BluePrint clients are open-minded because they are willing to take risks and invest in the application of 3D printing. Our market segmentation sharpens our client focus so we can accurately sell our three product lines to specific clients to help improve their operations.

## **MARKETING MIX**

Traditionally, a marketing mix consists solely of the product, price, placements, positioning, and promotions, known as the 5P's. The 5P's were developed in the 1950's when static marketing was effective, but times have changed. Technological advancements have shifted the marketing focus and strategies from profit, to consumer satisfaction. As a result, BluePrint uses 7P's instead. The 7P's add an analysis of process and people. "Process" allows BluePrint to properly evaluate and implement the efficiency of operations. "People" allows BluePrint to understand the strengths and weaknesses of employees and build upon the success of the company based on the foundation of their needs, happiness, and performance.

### **Products**

BluePrint offers business solutions, for the primary purpose of assisting small businesses and entrepreneurs. We provide high-quality 3D printed products. By giving our clients creative control, we guarantee that the delivered result meets their needs. Success is about having options, which is why we have three product lines: business promotional items, rapid prototypes, and scaled architectural models.

#### *Promotional Items*

Our best selling products are our promotional items which we segregated into two categories: Standard and

premium. Our standard promotional items allow companies to take advantage of products ranging from 3D printed logo squares to business cards. Our new premium promotional line on the other hand, allows for a larger range of products that evolve face to face marketing by bringing unique brand recognition and utility to promotional material.

### *Standard Promotional Items*

Consumers prefer customized services that are tailored to buyers' preferences over generic sales calls. "Cold Calling" was the standard sales method used to reach clients. However, fewer than 2% of cold calls result in buyer action. Businesses that only use cold calling have noticed a significant drop in sales simply because they were unable to make a lasting impression. BluePrint addresses this problem with our 3D printed "leave behind" materials. A self-administered survey shows 57.1% of people prefer our product over paper. Interactive face to face marketing is more engaging and allows the opportunity to create conversation regarding the product or service. Our standard items are template based products that companies mass purchase with their logos printed on. However, to compensate for the lack of personalization, we have released a premium promotional product line.

### *Premium Promotional Items*

The launch of our new product line in January has shown that our sales had significantly increased since the decline in December (See figure 3.1). Within a month of the launch, it has already become our best-selling product. These products encourage new depths to customization that are business specific. They are 100%



unique to each company and can be customized with the incorporation of any logo, slogan, or content desired by the client. Matchwear, a VE clothing company, purchased tie clips and cufflinks for their clients. Since their target market wears formal attire, the additional accessories that come with their purchase are great promotional items that are fully functional for the client, while a company like WeWork can leave custom printed coffee holders for a permanent brand presence in the office. Generating a more valuable promotional product will lead to an increased positive perception for BluePrint.

### *Architectural Models*

A 2005 study from the University of Alabama School of Medicine showed that 65% of the population use visuals to organize and learn new information. BluePrint constructs scaled models from 2D blueprints. Construction companies, real-estate firms, and interior designers can use our models to depict their builds and designs. These architectural models allow companies to easily communicate concepts to clients and employees. A 3D printed model serves as a reference point throughout the sales and construction process. According to our market research, 46% of construction workers reported that they would find a reference guide useful for their work. Another benefit is the



flexibility offered when changing a layout. Printing each component of a model separately makes models adjustable, allowing clients to freely experiment with different layouts without having to constantly erase and redraw on paper.

*Prototypes*

Prototypes are quick constructs that enable entrepreneurs to test their products, correct errors, and make improvements to their concepts and designs early in the development process, saving time and money. Prototypes serve as visual and functional displays that convey clients’ ideas to manufacturers and investors, eliminating misunderstandings. With opportunities like the V.E. Venture Challenge and the increased DIY mentality of people today, having a real prototype when pitching to investors will set entrepreneurs apart, creating a demand for prototyping. In a self-conducted survey, 96 out of every 100 entrepreneurs ages 17 - 20 would want a prototype to show investors.

**Price**

All products have an initial fixed engineering and design fee, and a variable product printing fee. The design fee will vary for all three products depending on the complexity of each request. For promotional items, the initial fee will range from \$200 to \$800. Prototypes will have an initial fee ranging from \$5,000 to \$40,000. The initial fee for 3D blueprint models ranges from \$2,000 to \$20,000. The initial fee for the promotional items is the lower fee because our engineers built templates and guidelines to speed up the design process. Prototypes and scaled blueprint models have a higher initial fee because the details required are more complex to map out and design. All products then will have a printing fee of \$1.50 per gram. Our engineers, along with the sales team, will evaluate the complexity and size of all products and finalize the price during the first stage of communication.

Promotional Items		Prototypes		Architectural Models	
Complexity	Price	Complexity	Price	Complexity	Price
1-2 Days	\$200.00	1-2 Days	\$5,000.00	1-2 Days	\$2,000.00
3-4 Days	\$400.00	3-5 Days	\$10,000.00	3-5 Days	\$5,000.00
5-6 Days	\$600.00	6-10 Days	\$20,000.00	6-10 Days	\$10,000.00
7-8 Days	\$800.00	Complex (11 - 15 Days)	\$30,000.00	Complex (11 - 15 Days)	\$15,000.00
		Extremely Complex (16 - 20 Days)	\$40,000.00	Extremely Complex ( 16 - 20 Days)	\$20,000.00

**Placement**

BluePrint makes the purchasing experience personal, simple, and convenient. We introduce our products and capabilities by sending out samples, e-blasts, and in person experiences at competitions and trade shows. An e-commerce page on our website makes it easy for customers to make requests, place orders, and purchase products. Our website offers direct contact to our sales department for specifications and special requests on custom orders. The website includes a step by step illustration of our order process, meet the team, and a FAQ page, for clients to stay informed. BluePrint implemented an independent distribution process to provide more direct personal communication to clients during the

development process and cuts out a third party retailer which results in higher prices. Since all production is done in-house, we are able to relay up-to-date information regarding the order to clients through text, email, and call updates.

## **Promotion**

In order to reach our target market, we have two strategies: mobile advertising and developing interpersonal relationships with content marketing and philanthropic marketing. We have also included the AIDA strategy that ensures we maintain consumer interest across all promotional platforms and campaigns.

### *Mobile Marketing & Strategic Partnerships*

BluePrint plans to take 3D printing into the hands of our consumers. We have started to develop an app with a built-in 3D design software that allows consumers to develop their own designs. The app will allow us to achieve our long-term goal of promoting the STEM field by educating users on the potential of the 3D printing industry. We also entered the mobile market and invested in digital advertising space from Nüapps on three of their mobile apps. In-app ads will provide brand visibility and direct traffic to our website. In addition to interactive marketing strategies, digital advertising helps us expand our market reach, to the 300 million people in the U.S. that own and use a smartphone (Statista). According to research from Nielsen Catalina Solutions (NCS), brands are proven to experience an ROI of as much as three dollars for every dollar invested. To further expand our client outreach, Nüapps offered BluePrint a referral promotion. With each successful referral from us, BluePrint makes a 10% of their profit.

### *Content Marketing*

BluePrint targets clients on popular platforms such as Facebook, Instagram, Twitter, and YouTube. Paid advertisements on Facebook and Twitter increase consumer awareness with special giveaways and promotions. Each post includes images or videos in order to capture the attention of scrolling users. According to Thermopylae Sciences and Technology, the human brain processes an image at least 60,000 times faster than text. Therefore, with infographics and videos, we convey a message even if users do not read the post. 15 second videos of product development on Instagram will drive curiosity. In a study conducted by Animoto, 4 times as many consumers would rather watch a video about a product than read about it. Instagram clips depict time lapses of the printing process from an aerial view to providing consumers with a first-hand experience. The short Instagram clips and YouTube videos serve as lead generation. Once consumers are interested in our products, we equip them with more information in the form of e-blasts and clickable links that redirect traffic to our website.

### *Trade Show Strategy*

AIDA (Attention, Interaction, Desire, Action) convinces customers that our firm is the solution to their business needs. At trade shows, we first give out sample products to capture the attention of potential clients.

Consumers that receive our sample products at trade shows gain an interest in our products. Bringing two 3D printers provides clients with a live experience and often elicits interaction that results in client action. Showing them the various implementations of our products further persuades them to act (See figure 2.3).

### *Philanthropy*

At BluePrint, we understand the importance of giving back and helping communities. We have started the Pledge Project, BluePrint's 5-5 philanthropy policy. Our employees volunteer 5 days a year in community projects. Additionally, BluePrint will donate 5% of its profits back to VE at the end of the fiscal year. BluePrint's philanthropic efforts creates a good reputation for the company and allows consumers to become humanitarians. Walmart and Target, both experienced a 20% increase in sales after their public philanthropy projects.

### **Positioning**

For the consumer, they see BluePrint as the actualizers of their creative vision through new technology. We maintain a flexibility with our clients that allows them to have full control over their projects. Since orders are based on the clients' concepts, the clients have a constant input during the product development process. Most firms lack the personalization factor, but our products are the result of our clients' innovative mindsets. Due to our production process, clients view us as the most effective solution for their business needs.

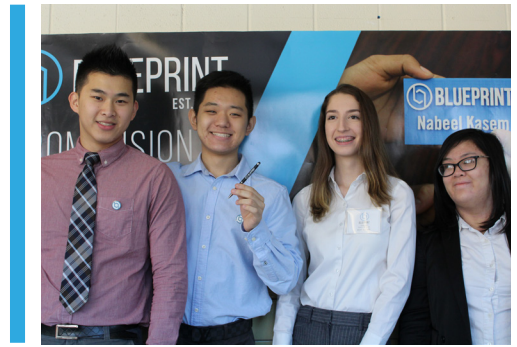
### **Process**

From the first lead and inquiry, to production and client feedback our clients receive updates about their orders at each step of the development process (See figure 2.2). To further connect with our clients, we set up a system where clients can watch a live stream of their products printing. Clients will be able to view these live streams through our website while they print.

Chat support software on our website will also lead to a quicker customer response. It is due to this Customer Relationship Management (CRM) system that we maintain a strong relationship with clients even after the order is through. This can increase the number of referrals we receive. Keeping a direct line of communication intact between our firm and our clients makes this a more personal experience for them and we receive useful feedback to further improve our business (See figure 2.4).

### **People**

At BluePrint, we prioritize our employees to maximize their overall performance. Our office is small and with an



“ BluePrint implemented an independent distribution process to provide more direct personal communication to clients during the development process”

**“...with an open floor plan it allows all employees to openly communicate...”**

open floor plan it allows all employees to openly communicate and interact with each other. Our floor plan allows upper management to maintain a transparency that maximizes efficiency. Employees and management are comfortable socializing and bouncing ideas off each other, forming a

strong and mutually beneficial relationship. Our employees feel more comfortable addressing workplace issues to their supervisors thus, upper management creates more effective solutions.

Our employees are viewed as more than employees. We understand that the 9 to 5 workday is a burden which is why we allow employees to have flexible office hours. They are required in the office for only 90 minutes a day. However, they can work from home or outside the office as long as their projects are completed by the given deadlines, with the exception of mandatory meetings. While it is important to give employees bonuses and other rewards, demonstrating the amount of trust we have in their abilities makes them feel valued. Our employees are our biggest asset because their success translates to the satisfaction of the client.

## BUSINESS STRUCTURE

BluePrint was founded as a Limited Liability Company in 2017. Being an LLC means that we avoid double taxations such as corporate and payroll tax. This is crucial for a startup company like BluePrint in order to avoid unnecessary expenses. In turn, the finance team will be able to determine the company budget with more flexibility. We have no shareholders, therefore, we maintain all profits from the company and all decisions are made by our VE coordinator and five executive officers. This will eliminate any problems within the decision-making process since the executive officers are knowledgeable of the operations and performance of the company. The money we save by avoiding double taxation will go towards company expansion.

## FINANCIAL PLANNING

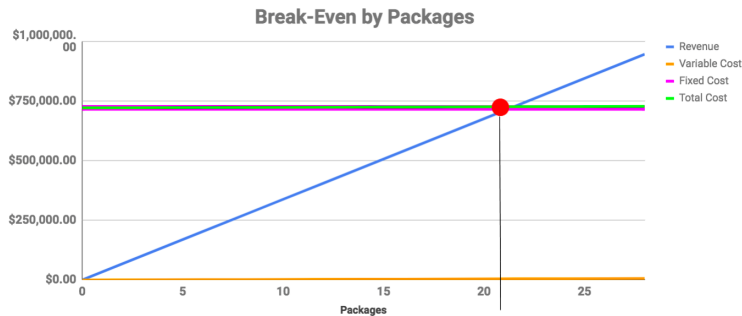
### Financial History/Overview

As a startup company, BluePrint's financial history started in October 2017 with a variable loan of \$250,000 at a 5.25% interest rate. Our finance team predicted that we would pay off our loan in May 2018. Fortunately due to our surplus cash flow, we were able to pay off our loan three months earlier than anticipated. We decided to take this course of action because of the interest rate hike in December and we expected more hikes in 2018 that would further increase our interest payments. Since the U.S. economy is stable and is at an ideal growth rate, we could not have passed up the opportunity to take out a loan and enter the 3D printing industry. Between 2017 and 2023, the 3D printing industry is expected to grow at a CAGR (Compound Annual Growth Rate) of 25.76%. As a result, BluePrint forecasts a strong first year of operation seeing that we were able to repay our loan. Now, our company is focused on surpassing sales



projections and establishing a foundation of success for 2019. We have calculated the cost of production, gross profit, cash budget, and break-even analysis for this year, with the majority of our financials looking remarkably optimistic.

## Break-Even Analysis



## Break-even Chart

Average selling price per sale	\$33,809.52
Average cost of goods sold per sale	\$212.75
Average profit rate	99.37%
Annual Fixed Cost	\$721,894.14
Total sales at breakeven	\$726,465.40
Breakeven point in Packages	22

BluePrint's finance, sales, and products team determined that the cost of production for 3D models will be broken down into a two-step process. BluePrint charges an initial design fee based on the complexity of the product with an engineering fee based on the amount of filament used. Since our products are sold in bulk to businesses, our break-even is framed around larger units. With filament costs at \$0.011 for production, we will charge our client \$1.50 per gram. Since the operating expense is \$721,894.14, BluePrint was projected to break even in March with a total sale of \$726,465.40 or 22 packages with each packages being approximately 19,167 grams. Due to surpassing sales projections, BluePrint successfully broke even back in early February with a total of 30 packages sold and a profit margin of 66%.

## Cash Budget

A critical element the finance team addressed at the beginning of the fiscal year was operating expenses. As an LLC, BluePrint's corporate tax, as shown in the cash budget, will be \$0. In Figure 3.4, each LLC owner pays the individual income tax. The advertising budget changes throughout the year. The highest amount will be in October to cover significant

Cash Budget							
Fiscal Year beginning 10/01/2017 ending 04/30/2018							
Description	Actual October	Actual November	Actual December	Actual January	Actual February	Projected March	Projected April
<b>Cash balance at beginning of period:</b>	\$0.00	\$0.00	\$255,631.33	\$41,179.96	\$237,846.92	\$526,797.54	\$637,488.41
<b>Receipts of cash:</b>							
Website Sales	\$0.00	\$0.00	\$5,923.14	\$22,213.28	\$21,238.54	\$12,750.00	\$21,250.00
Business To Business	\$0.00	\$94,411.00	\$24,387.57	\$38,720.00	\$119,779.50	\$75,000.00	\$125,000.00
Trade Shows	\$0.00	\$17,731.00	\$35,210.00	\$296,000.00	\$0.00	\$75,000.00	\$600,000.00
Non-VE Related	\$0.00	\$112,783.22	\$0.00	\$29,622.60	\$293,530.00	\$75,000.00	\$75,000.00
Loan Proceeds	\$0.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sales Tax Receipt	\$0.00	\$15,647.22	\$4,488.89	\$26,961.35	\$30,320.80	\$16,642.50	\$57,487.50
<b>Total receipts</b>	\$0.00	\$474,925.22	\$65,520.71	\$386,555.88	\$434,548.04	\$237,750.00	\$821,250.00
<b>Beginning balance + cash receipts</b>	\$0.00	\$474,925.22	\$321,152.04	\$427,735.84	\$672,394.96	\$764,547.54	\$1,458,738.41
<b>Payments:</b>							
Salaries	\$0.00	\$128,016.81	\$87,644.30	\$30,693.11	\$69,832.47	\$90,964.75	\$90,964.75
Accounts payable	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Rent	\$0.00	\$5,135.98	\$2,535.75	\$2,535.75	\$2,535.75	\$2,535.75	\$2,535.75
Advertising/Promotion	\$0.00	\$10,887.50	\$10,503.00	\$0.00	\$1,500.00	\$5,000.00	\$0.00
Payroll tax****	\$0.00	\$0.00	\$31,444.56	\$0.00	\$13,772.89	\$6,958.80	\$6,958.80
Insurance	\$0.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Sales Commission	\$0.00	\$0.00	\$2,168.68	\$886.75	\$1,281.00	\$1,500.00	\$2,000.00
Utilities	\$0.00	\$1,432.60	\$716.30	\$716.30	\$716.30	\$716.30	\$716.30
Loan Payment**	\$0.00	\$73,225.73	\$36,793.72	\$145,901.34	\$0.00	\$0.00	\$0.00
Pension, 401(k)	\$0.00	\$0.00	\$3,474.34	\$1,398.35	\$1,742.84	\$2,541.03	\$1,819.30
Supplies***	\$0.00	\$595.27	\$120.00	\$0.00	\$300.00	\$200.00	\$350.00
Inventory	\$0.00	\$0.00	\$86,826.66	\$0.00	\$0.00	\$0.00	\$0.00
Sales tax	\$0.00	\$0.00	\$15,744.77	\$7,757.32	\$53,916.17	\$16,642.50	\$57,487.50
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Corporate tax*	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total payments</b>	\$0.00	\$219,293.89	\$279,972.08	\$189,888.92	\$145,597.42	\$127,059.13	\$162,832.40
<b>Cash balance at end of period: (line 3 - line 4)</b>	\$0.00	\$255,631.33	\$41,179.96	\$237,846.92	\$526,797.54	\$637,488.41	\$1,295,906.01

BluePrint was established in October 27th, 2017

\*Tax on profits is paid through LLC owners' personal income tax

\*\* \$250,000 loan paid off in January (See Appendix Figure 3.3)

\*\*\*We purchased some supplies at a lower price due to Black Friday, Discounts etc

\*\*\*\*Payroll tax included FWT, SWT, Medicare, and Social Security

initial promotional fees, since Blueprint is a startup with no prior reputation. On average, marketing will have \$8,000 per month for promotion with the exception of trade show months. We lowered salaries to a livable wage in order to minimize monthly costs and provided 401(k) plans to our employees by matching 2% of employees' salaries. Additionally, offering a 1% commission gives an incentive for all of our employees to sell our products as a strategy to increase sales. As indicated by the cash budget, the healthy cash flow allowed us to pay back the \$250,000 loan just three months into operation. Blueprint expects to have a projected balance of \$1,295,906.01 by the end of April 2018.

## Income Statement

Our projections are based on economic indicators. With the GDP at an ideal growth rate, the economy is strong. Low inflation implies that there will be lower prices and higher purchasing power, therefore, business spending will increase. Blueprint sees this as an opportunity to generate higher revenues.

Income Statement For the Year Ending 04/30/2018								
	Actual October*	Actual November	Actual December	Actual January	Actual February	Projected March	Projected April	Projected Total
<b>Sales revenues*</b>								
Trade fair revenues	\$0.00	\$49,477.57	\$0.00	\$276,635.51	\$0.00	\$75,000.00	\$600,000.00	<b>\$1,001,113.08</b>
Non-VE Sales	\$6,670.00	\$97,800.00	\$28,993.08	\$75,250.00	\$253,333.00	\$75,000.00	\$75,000.00	<b>\$612,046.08</b>
Business To Business	\$36,000.00	\$54,520.99	\$55,042.38	\$44,552.99	\$65,200.00	\$75,000.00	\$125,000.00	<b>\$455,316.36</b>
Website Sales	\$0.00	\$0.00	\$5,508.52	\$20,658.35	\$19,751.84	\$12,750.00	\$21,250.00	<b>\$79,918.71</b>
<b>Total sales revenues</b>	<b>\$42,670.00</b>	<b>\$201,798.56</b>	<b>\$89,543.98</b>	<b>\$417,096.85</b>	<b>\$338,284.84</b>	<b>\$237,750.00</b>	<b>\$821,250.00</b>	<b>\$2,148,394.23</b>
<b>Cost of goods sold or services provided</b>	<b>\$52.06</b>	<b>\$1,600.68</b>	<b>\$473.42</b>	<b>\$1,917.08</b>	<b>\$1,913.64</b>	<b>\$1,537.35</b>	<b>\$5,880.42</b>	<b>\$13,374.64</b>
<b>Gross profit</b>	<b>\$42,617.94</b>	<b>\$200,197.88</b>	<b>\$89,070.56</b>	<b>\$415,179.77</b>	<b>\$336,371.20</b>	<b>\$236,212.65</b>	<b>\$815,369.58</b>	<b>\$2,135,019.59</b>
<b>Operating expenses</b>								
Salaries	\$91,012.12	\$68,008.54	\$57,874.89	\$52,257.97	\$48,267.61	\$90,964.75	\$90,964.75	<b>\$499,350.63</b>
Rent	\$2,535.75	\$2,535.75	\$2,535.75	\$2,535.75	\$2,535.75	\$2,535.75	\$2,535.75	<b>\$17,750.25</b>
Depreciation	\$2,444.74	\$2,444.74	\$2,444.74	\$2,444.74	\$2,444.74	\$2,444.74	\$2,444.74	<b>\$17,113.20</b>
Payroll tax, etc. ****	\$8,196.75	\$6,263.57	\$5,348.70	\$4,796.39	\$4,936.64	\$6,958.80	\$6,958.80	<b>\$43,459.66</b>
Advertising/Promotion	\$10,877.50	\$0.00	\$5,500.00	\$0.00	\$1,500.00	\$5,000.00	\$0.00	<b>\$22,877.50</b>
Insurance	\$285.71	\$285.71	\$285.71	\$285.71	\$285.71	\$285.71	\$285.71	<b>\$2,000.00</b>
Sales Commission	\$426.70	\$1,523.21	\$840.35	\$1,198.03	\$3,185.33	\$1,500.00	\$2,000.00	<b>\$10,673.62</b>
Pension, 401(k)	\$1,836.82	\$1,637.53	\$1,398.36	\$1,254.95	\$1,209.62	\$1,819.30	\$1,819.30	<b>\$10,975.88</b>
Interest***	\$0.00	\$1,875.00	\$1,613.11	\$1,349.26	\$0.00	\$0.00	\$0.00	<b>\$4,837.37</b>
Supplies (Filament)	\$60.00	\$655.27	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	<b>\$1,015.27</b>
Utilities	\$716.30	\$716.30	\$716.30	\$716.30	\$716.30	\$716.30	\$716.30	<b>\$5,014.10</b>
Initial Inventory	\$86,826.66	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	<b>\$86,826.66</b>
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	<b>\$0.00</b>
<b>Total operating expenses</b>	<b>\$205,219.06</b>	<b>\$85,945.63</b>	<b>\$78,617.92</b>	<b>\$66,899.11</b>	<b>\$65,141.71</b>	<b>\$112,285.36</b>	<b>\$107,785.36</b>	<b>\$721,894.14</b>
<b>Income from operations</b>	<b>-\$162,601.12</b>	<b>\$114,252.25</b>	<b>\$10,452.64</b>	<b>\$348,280.66</b>	<b>\$271,229.49</b>	<b>\$123,927.29</b>	<b>\$707,584.23</b>	<b>\$1,413,125.45</b>
<b>Other revenues/gains and expenses/losses</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Net income before taxes</b>	<b>\$(162,601.12)</b>	<b>\$114,252.25</b>	<b>\$10,452.64</b>	<b>\$348,280.66</b>	<b>\$271,229.49</b>	<b>\$123,927.29</b>	<b>\$707,584.23</b>	<b>\$1,413,125.45</b>
<b>Corporate income tax**</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Net income after taxes</b>	<b>\$(162,601.12)</b>	<b>\$114,252.25</b>	<b>\$10,452.64</b>	<b>\$348,280.66</b>	<b>\$271,229.49</b>	<b>\$123,927.29</b>	<b>\$707,584.23</b>	<b>\$1,413,125.45</b>

\* Accrual account: revenues and/or expenses are recorded in the absence of a cash transaction

\*\* Tax on profits is paid through LLC owners' personal income tax (See Appendix Figure 3.4)

\*\*\* \$250,000 loan paid off in January (See Appendix Figure 3.3)

\*\*\*\* Payroll tax includes Social Security and Medicare.

We expect to generate a gross revenue of \$2,135,019.59. Our operating expenses will total up to \$721,894.14 by the end of the fiscal year while our net profit will be \$1,413,125.45. The first half of the 2017-2018 fiscal year has been beneficial for Blueprint due to the new Trump Tax Plan that caused an increase in business spending. Unfortunately, Blueprint did not meet sales projections in December, missing projections by \$53,552.68. As a result, the executive board decided to adjust our product line to generate more sales. In January 2018, our production team incorporated a new product called "Premium Promotional Items" and we surpassed sales by \$280,413.28 in January.

## Balance Sheet

The balance sheet is divided into separate areas depicting Blueprint's assets, liabilities, and shareholders' equity. As of February 28, 2018 (See figure 3.0), Blueprint's cash is \$526,798, total fixed assets are valued at

\$68,453, the loan payable is \$0, and the company has a current total liability of \$72,664 due to salaries, sales tax, and other incurred costs. This balance sheet helps our financial team determine the overall value and health of our company at the point in which we reassess our assets and liabilities.

With these estimations and excess cash from surpassed sales projections, it prompted our finance team to repay the loan in January, instead of April, resulting in our debt to equity ratio being 0.12 (See figure 3.3).

### Investors Feasibility

BluePrint projects profitability by the end of this fiscal year, seeing that it has already exceeded the projected revenue for the year. As of February 28th, BluePrint has surpassed the expected total sales revenue by 62.6% (See figure 3.1). Now that our \$250,000 debt has been paid off, our focus for the new fiscal year is to invest in more efficient 3D printing equipment and to expand our human capital. BluePrint will be able to focus on generating more profit without the burden of debt or interest payments. This demonstrates BluePrint's high growth potential, and it reveals a positive outlook for our company's future with a positive return for potential investors and LLC partners.

### Balance Sheet 02/28/2018

<b>Assets</b>	
<b>Current Assets</b>	
Cash	526,798
Investments in stocks	0
Accounts receivable	57,273
Merchandise inventory	0
Supplies	1,754
<b>Total Current Assets</b>	<b>585,825</b>
<b>Fixed Assets</b>	
Computers	13,350
Less: accumulated depreciation	2,670
Furniture and fixtures	14,332
Less: accumulated depreciation	2,866
Office equipment	57,884
Less: accumulated depreciation	11,577
<b>Total Fixed Assets</b>	<b>68,453</b>
<b>Total Assets</b>	<b>654,278</b>
<b>Liabilities and Stockholders' Equity</b>	
<b>Current Liabilities</b>	
Accounts payable	0
Sales tax payable	21,565
Salaries payable [1]	42,697
Matching FICA payable	4,001
Medicare payable	936
Payroll tax payable [2]	2,255
401(k) payable	1,210
Corporate tax payable	0
<b>Total Current Liabilities</b>	<b>72,664</b>
<b>Long Term Liabilities *</b>	
Loan payable	0
<b>Total Liabilities</b>	<b>72,664</b>
<b>Stockholders' Equity**</b>	
Paid-in capital	0
Common stock, \$10 par value, # shares issued	0
<b>Additional Paid-in-Capital</b>	
In excess of par value	0
Retained earnings	581,614
<b>Total Stockholders' Equity</b>	<b>581,614</b>
<b>Total Liabilities and Stockholders' Equity</b>	<b>654,278</b>

\*BluePrint's owners took out a loan of \$250,000 together to start BluePrint. The loan was paid off in January 2018.

\*\*LLC does not issue stocks. Each owner has a membership certificate with a percentage of ownership of BluePrint (See Appendix 3.4)



Appendix

Figure 1.1 Project Management Tool Trello

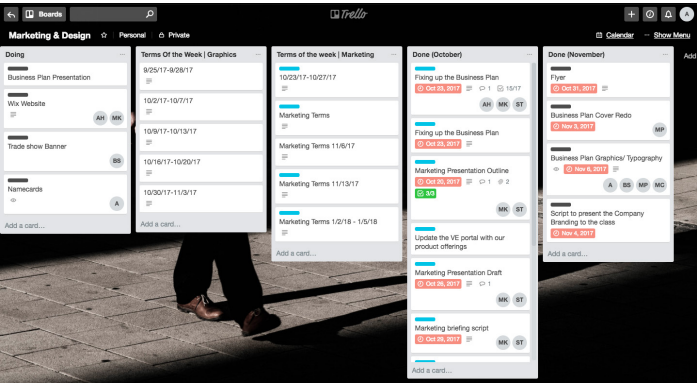


Figure 1.2 Employee Improvement Plan

EMPLOYEE IMPROVEMENT PLAN

Please note that everything presented on this document is based on observations, evaluation reports, and/or formal complaints. If you have any questions regarding the information detailed above or are in need of assistance with your improvement, please contact the Human Resources Department immediately.

Employee Name:		Position:	
Supervisor Name:		Position:	
Performance Improvement Period:	10/16/2017 to 11/06/2017		
Performance Improvement Review:	10/27/2017		
Final Performance Review:	11/06/2017		

Target Area	Improvement Plan
<b>Within the workplace:</b> <ul style="list-style-type: none"><li>- Completion of tasks- Efficiency is key, please be more cognizant of deadlines within your department.</li><li>- Ownership of responsibilities- pass down all assignments to team members when specifically assigned, to avoid being overwhelmed.</li></ul>	<ul style="list-style-type: none"><li>- Provide specific documented deadlines for completion of the task. If department members fail to complete their assignment in a timely manner, bring the issue to the attention of the CFO or HR.</li><li>- If you have completed your assignment, begin other projects and tasks. If you are unable to start other assignments because of missing resources, tell the CFO or respective department head with the information you need.</li></ul>

Objective(s):  
For there to be greater productivity from the Sales department.  
For department members to have more of an equal distribution.

Figure 2.1 Market Breakdown of 3D Industry

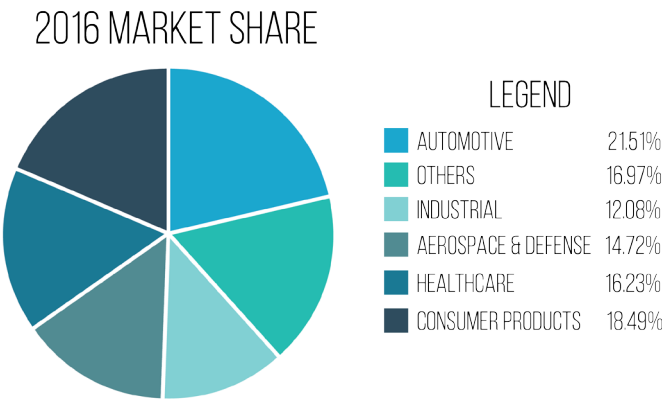


Figure 2.2 Sales and Design Process

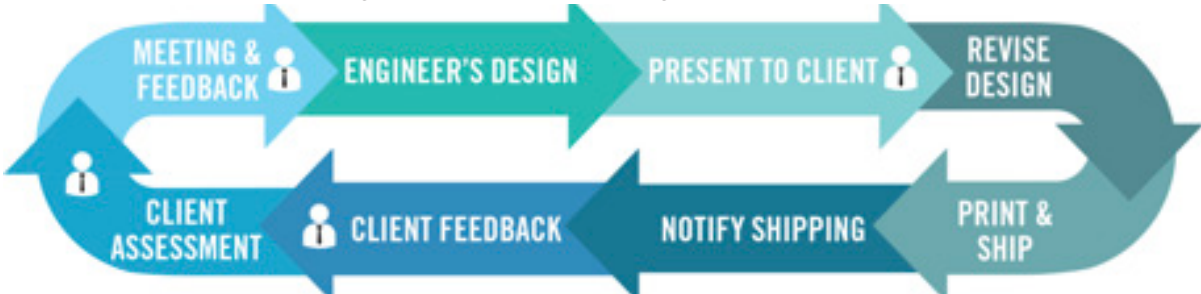


Figure 2.3 Projected Sales Percentage-Breakdown; Trade Show Months VS Non Tradeshow Months

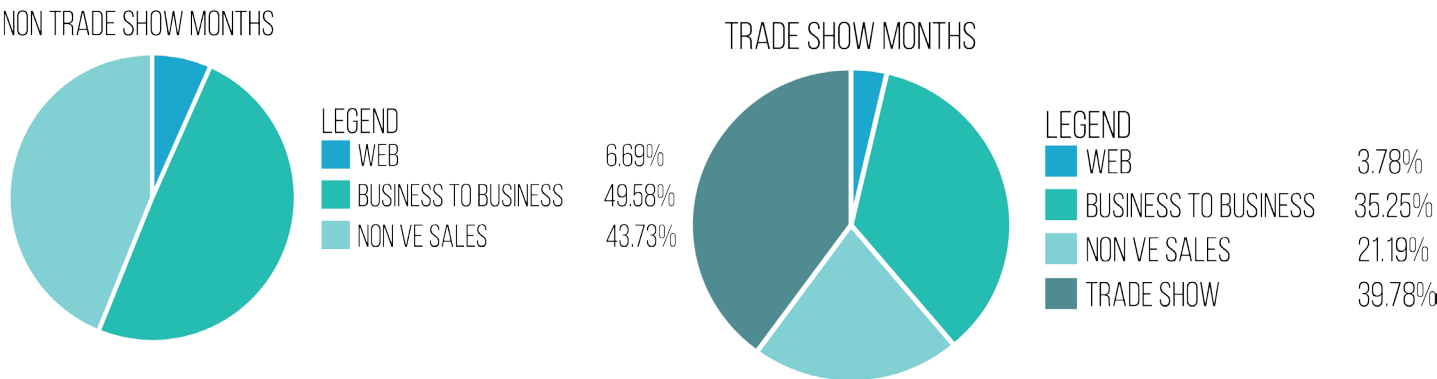





Figure 2.4 Sales Contract



BLUEPRINT

• 58-20 Utopia Pkwy Fresh Meadows, NY 11365  
• 718.281.8296 • blueprintve@gmail.com • blueprintve.com

Sales Agreement

THIS SALES AGREEMENT (the "Promotional Agreement") dated this \_\_\_\_\_ day of \_\_\_\_\_, 2017

BETWEEN:

SELLER: Blueprint, 58-20 Utopia Pkwy, Fresh Meadows, New York, 11365  
-AND-

BUYER: \_\_\_\_\_ (the 'Buyer')

In consideration of the covenants and agreements contained in this Sales Agreement the parties to this agreement agree as follows:

**Sale of Goods**

1.) The Seller will sell, transfer and deliver to the Buyer on or before the \_\_\_\_ day of \_\_\_\_\_, 2017, the following goods (the 'Goods'):

- \_\_\_\_\_ (s)
- \_\_\_\_\_ (s)

**Purchase Price**

2.) The buyer will make payment for the Goods at the time when, and at the place where, the Goods are received by the buyer or, in the alternative, when any document of title or registrable bill of sale, bearing any necessary endorsement, is tendered to the buyer.

3.) The Buyer will accept the Goods and pay for the Goods with the sum of ? (\$?) USD, paid by VE Currency as required in this Agreement.


4.)

Items	Quantity	# of grams	Price per Grams	Total
_____ (s)	__x120	__g	\$1.50/g	
_____ (s)	__x120	__g	\$1.50/g	
			Tax:	7%
			Cost	\$
			Total Cost:	\$

Additional Charges

Description	Total
	\$0.00

Grand Total: \$



BLUEPRINT

• 58-20 Utopia Pkwy Fresh Meadows, NY 11365  
• 718.281.8296 • blueprintve@gmail.com • blueprintve.com

General Provisions

15.) Headings are inserted for the convenience only and are not to be considered when interpreting this Agreement. Words in the singular mean include the plural and vice versa. Words in the masculine mean include feminine and vice versa.

16.) All representations and warranties of the Seller contained in this Agreement will survive the Closing of this Agreement.

17.) This Agreement will be governed by and construed in accordance with the laws of the state of New York, including the New York Uniform Commercial Code, both the Seller and the Buyer hereby attorn to the jurisdiction of the Courts of the State of New York.

18.) Except where otherwise stated in this Agreement, all terms employed in this Agreement will have the same definition as set forth in the Uniform Commercial Code in effect in the State of New York on the date of execution of this Agreement.

19.) If any clause of this Agreement is held unconscionable by any court of competent jurisdiction, arbitration panel or other official finder of fact, the clause will be deleted from this Agreement and the balance of this Agreement will remain in full force and effect.

20.) This Agreement will take effect to the benefit of and be binding upon the Seller and Buyer and their respective successors and assigns.

21.) This Agreement may be executed in counterparts. Electronic signatures are binding and are considered to be original signatures.

22.) This Agreement constitutes the entire agreement between the parties and there are no further items or provisions, either oral or otherwise.

Parties have executed this Sales Agreement on this \_\_\_\_ day of \_\_\_\_\_, 2017.

Terms/Remarks:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Blueprint (Seller)

\_\_\_\_\_ (the 'Sellers Signature')


\_\_\_\_\_ (Buyer)

\_\_\_\_\_ (the 'Buyers Signature')

Figure 2.5 Competitive Advantage Chart

	BluePrint	T-Squared MedEA	Nuapps	UPS	Innovatio
Product Variation	3 product lines	One revenue stream	Two product lines	One product line	One product line
Paper Sales Material	✓	✓	✗	✗	✗
3D Sales Material	✓	✗	✗	✗	✓
Digital Promotion	✗	✓	✓	✗	✗
3D Architectural Models	✓	✗	✗	✓	✗
Prototyping	✓	✗	✗	✓	✗
Customization	Yes	No	Yes	Yes	Yes
Flexibility	High	High	High	Low	Low
Ease of Use	★★★★	★★★★	★★★★	★	★★★★
Implement New Technology	★★★★	★★	★★★★	★★★★	★★★★

Figure 3.0 Asset Log



VIRTUAL ENTERPRISES INTERNATIONAL

Reference Files

Asset Log				
NAME OF ASSET	DATE PLACED IN SERVICE	COST OF ASSET [1]	RECOVERY PERIOD [2]	METHOD OF DEPRECIATION [3]
Computers	11/3/17	13350	5	Straight Line
YEARS OF SERVICE	ANNUAL DEPRECIATION DEDUCTION [4]	ACCUMULATED DEPRECIATION [5]	BOOK VALUE [6]	
YEAR 1	2670	2670	10680	
YEAR 2	2670	5340	8010	
YEAR 3	2670	8010	5340	
YEAR 4	2670	10680	2670	
YEAR 5	2670	13350	0	
NAME OF ASSET	DATE PLACED IN SERVICE	COST OF ASSET [7]	RECOVERY PERIOD [8]	METHOD OF DEPRECIATION [9]
urnitures and Fixture:	11/3/17	14332	5	Straight Line
YEARS OF SERVICE	ANNUAL DEPRECIATION DEDUCTION [10]	ACCUMULATED DEPRECIATION [11]	BOOK VALUE [12]	
After YEAR 1	2866.4	2866.4	11465.6	
After YEAR 2	2866.4	5732.8	8599.2	
After YEAR 3	2866.4	8599.2	5732.8	
After YEAR 4	2866.4	11465.6	2866.4	
After YEAR 5	2866.4	14332	0	
NAME OF ASSET	DATE PLACED IN SERVICE	COST OF ASSET [13]	RECOVERY PERIOD [14]	METHOD OF DEPRECIATION [15]
Office Equipment	11/3/17	57884	5	Straight Line
YEARS OF SERVICE	ANNUAL DEPRECIATION DEDUCTION [16]	ACCUMULATED DEPRECIATION [17]	BOOK VALUE [18]	
After YEAR 1	11576.8	11576.8	46307.2	
After YEAR 2	11576.8	23153.6	34730.4	
After YEAR 3	11576.8	34730.4	23153.6	
After YEAR 4	11576.8	46307.2	11576.8	
After YEAR 5	11576.8	57884	0	

Item Description	Quantity	Unit Price	Price
2013 iMac	17	\$ 450.00	\$ 7,650.00
2011 iMac	15	\$ 380.00	\$ 5,700.00
Makerbot Printer	20	\$ 2,499.00	\$ 49,980.00
Apple Mouse	32	\$ 15.00	\$ 480.00
Apple Keyboard	32	\$ 32.00	\$ 1,024.00
Triumph Board	2	\$ 3,200.00	\$ 6,400.00
Light Fixtures	15	\$ 100.00	\$ 1,500.00
Chairs	35	\$ 137.00	\$ 4,795.00
Tables	25	\$ 187.00	\$ 4,675.00
Makerbot Filament	39	\$ 10.00	\$ 390.00
File Cabinets	7	\$ 539.00	\$ 3,773.00
Total Cost			\$ 86,367.00

Figure 3.1 Actual VS Projected Revenue

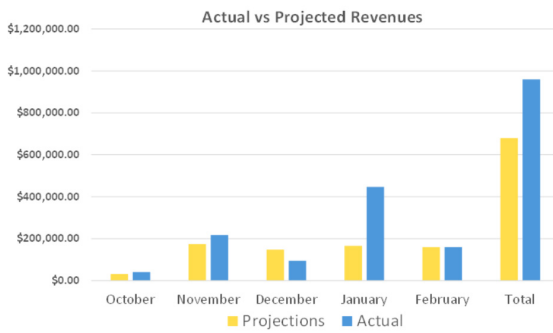


Figure 3.2 Inflation Rate

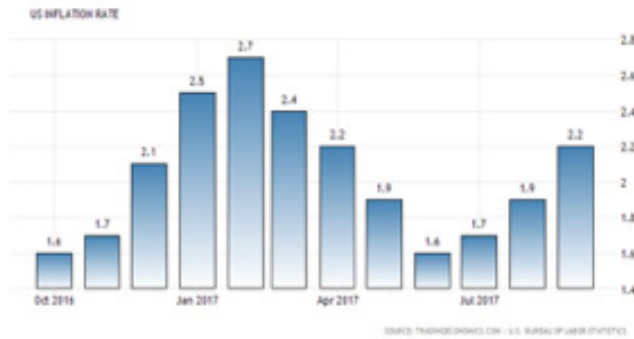


Figure 3.5 Bank Balance

## Account details

Account:  [Download account details \(Excel\)](#)

Period: from  until

Date	Name/Description	Account no	Ref#	Amount	Balance
Feb. 28, 2018	Katelynn Phillips (US021724), Covina, CA VEI Checkout transaction #255715 02/28/2018 03:28 PM CT	630543089	3507975	\$37.40	\$526,797.54
Feb. 28, 2018	Eunice Ban (US01102), Fresh Meadows, NY VEI Checkout transaction #255386 02/28/2018 11:34 AM CT	630513031	3507349	\$433.30	\$526,760.14
Feb. 28, 2018	Carlos Zuna Largo (US01095), Brooklyn, NY VEI Checkout transaction #255014 02/28/2018 09:59 AM CT	630516456	3506608	\$13.32	\$526,326.84
Feb. 28, 2018	VEI-NYC SALES TAX, New York, NY BluePrint February Sales Tax	100002330	3504840	-\$20,338.92	\$526,313.52
Feb. 28, 2018	VEI-NYC PAYROLL TAX, New York, NY February Withdrawal Tax	610412175	3504776	-\$7,191.98	\$546,652.44
Feb. 28, 2018	VEI-NYC 401(K), New York, NY BluePrint 401k February	100002656	3504756	-\$1,209.62	\$553,844.42
Feb. 28, 2018	Anna Zhang (US011212), Fresh Meadows, NY February Full Payment	630516650	3504698	-\$1,488.00	\$555,054.04
Feb. 28, 2018	Matthew Park (US011212), Flushing, NY February Full Payment	630522049	3504696	-\$799.95	\$556,542.04
Feb. 28, 2018	benson shi (US011212), Fresh Meadows, NY February Full Payment	630532648	3504692	-\$1,663.79	\$557,341.99

Figure 3.3 Loan Amortization Table

Month	Payment	Interest	Principal	Balance
October	0			250,000.00
November	1	36,793.72	1,875.00	215,081.28
December	2	36,793.72	1,613.11	179,900.67
January	3	36,793.72	1,349.26	144,456.21
February	4	36,793.72	1,083.42	108,745.91
March	5	36,793.72	815.59	72,767.78
April	6	36,793.72	545.76	36,519.82
May	7	36,793.72	273.90	0.00

## Loan Data

Original Principal	\$ 250,000
Loan Term (Years)	1
Annual Interest Rate	5.25%
Payments per Year	7
Payment	\$36,793.72

Figure 3.4 Corporate Tax

CHRISTOPHER POWER	YASMEEN PERSAUD	IRIS LIN	JING LIN	MICHAEL KOUROUPAKIS	AMY HE
Corporate Share 14% Salary \$0.00 Profit Share \$31,109.71 Combined Total \$31,109.71	Corporate Share 30% Salary \$32,000.00 Profit Share \$66,663.66 Combined Total \$98,663.66	Corporate Share 14% Salary \$30,000.00 Profit Share \$31,109.71 Combined Total \$61,109.76	Corporate Share 14% Salary \$32,000.00 Profit Share \$31,109.71 Combined Total \$63,109.76	Corporate Share 14% Salary \$32,000.00 Profit Share \$31,109.71 Combined Total \$63,109.76	Corporate Share 14% Salary \$32,000.00 Profit Share \$31,109.71 Combined Total \$63,109.76

Figure 3.6 Unemployment Rate

Year	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
2007	4.6	4.5	4.4	4.5	4.4	4.6	4.7	4.6	4.7	4.7	4.7	5.0
2008	5.0	4.9	5.1	5.0	5.4	5.6	5.8	6.1	5.8	6.5	6.8	7.3
2009	7.8	8.3	8.7	9.0	9.4	9.5	9.5	9.6	9.5	10.0	9.9	9.9
2010	9.8	9.8	9.9	9.9	9.6	9.4	9.4	9.5	9.4	9.4	9.8	9.3
2011	9.1	9.0	9.0	9.1	9.0	9.1	9.0	9.0	9.1	8.8	8.6	8.5
2012	8.3	8.3	8.2	8.2	8.2	8.2	8.2	8.2	8.2	7.8	7.7	7.9
2013	8.0	7.7	7.5	7.6	7.5	7.5	7.5	7.3	7.5	7.2	6.9	6.7
2014	6.6	6.7	6.7	6.2	6.3	6.1	6.1	6.2	6.1	5.7	5.8	5.6
2015	5.7	5.5	5.4	5.4	5.5	5.3	5.3	5.2	5.3	5.0	5.0	5.0
2016	4.9	4.9	5.0	5.0	4.7	4.9	4.9	7.9	4.9	4.8	4.6	4.7
2017	4.7	4.7	4.5	4.4	4.3	4.4	4.3	4.3	4.4	4.1		

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