
BUSINESS PLAN

2021-2022

Toys



Tails



Unleash the Wags

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EXECUTIVE SUMMARY

Toys N' Tails is an all-inclusive daycare, with supervised overnight accommodations, self-serve bathing, a professional spa, puppy obedience classes, and a retail shop. **Toys N' Tails** provides the paw-fect home away from home for every dog. The doggie boutique caters to all sizes and breeds of dogs as long as the dog passes the personality assessment for sociability. The owners of **Toy N' Tails** have worked to provide a wide array of services for the convenience of its clientele to maximize their time at the boutique while simultaneously providing quality care to the fur babies. It is no longer necessary to drive all over town for singular services that can all be supplied in one place.

Toy N' Tails is a one-stop doggie boutique for daycare, grooming, treats and supplies, and boarding that keeps each pooch entertained during the workday or a week's vacation. All food and grooming products are organic, upholding USDA certifications. Many of the toys, beds, leashes, and other supplies are from recycled products, and all are American-made. Even the entertainment and socialization are practically non-stop at **Toy N' Tails**. Each cohort is sorted by size and is welcome to be active in multiple outdoor areas with toys, slides, doghouses, and even a bone-shaped swimming pool! All playtime is supervised and great effort is made to socialize a shy dog into the pack. Overnight boarding is a communal pod filled with blankets, pillows, platforms, or even open crates to ensure comfortability for each dog. An attendant spends the night with the dogs to monitor behavior and wellness. If a dog does not pass the assessment for sociability, **Toys N' Tails** offers obedience and training classes for adult dogs and puppies to provide one-on-one attention at their home away from home.

The Covid-19 quarantine and mandated work from home employment proved to be a boom for adoptions, rescue, and purchase of dogs. In the months of May through June of 2020, a 250 percent increase was shown in pet ownership from the previous year (9). As people were isolated, their longing for human connection kicked into high gear, and huge numbers of people sought companionship and comfort with "man's best friend."

A dog is the only creature on earth that loves its owner more than itself.

For many dog owners, this love is reciprocated as strongly as it would be to a best friend, child, or spouse.



In the past few decades, the amount of U.S. families that own a pet increased to 90.5 million households as of 2022, a surge from 56 to 70 percent, 69 million of these pets being dogs (11). As Covid restrictions have lifted to a certain degree, adults are returning to a more normal social life and working in an office. The dilemma now is that after 24/7 companionship, dogs are suffering pathophysiological distress leading to unwelcome vocalization, destructiveness, house soiling, hyperventilation, depression, aggressive behavior, and increasing poor social skills.

Toys N' Tails is opening at a perfect time to assist the pandemic puppies and their frustrated, guilt-ridden doggie parents. Doggie daycare is available as a drop-in service for half or a full 12 hour day. Each service includes amenities at no extra cost: photography, staff cuddles, room service, exercise equipment, and a bone-shaped pool. Toys N' Tails maximizes customer loyalty and prioritizes the emotional connection between the company and customers, using strategies such as a loyalty rewards program to help consumers feel valued and appreciated, and doggie report cards to keep parents involved.

As a local business rooted in its community, Toys N' Tails uses its first two years to expand its clientele base and services, by instating a mobile grooming van, respite care facility, and opening services to cats. Once these services are thriving, and Toys N' Tails has established a reputation in the community as the most reliable dog and cat care boutique, Toys N' Tails will dedicate its third and fourth year to opening a second location in Bakersfield, expanding to regional locations in California, and examining possible franchising benefits and opportunities.

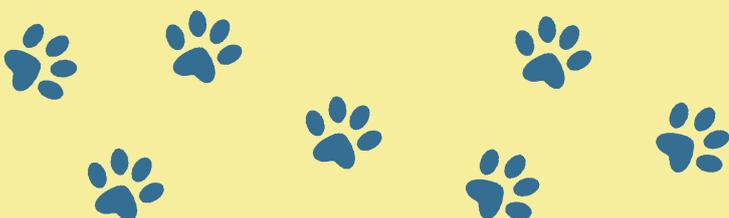
Toys N' Tails' prospering finances support these goals, as the company has already broke even and began generating profit on December 9th, 2021, in its third month of operation, at 5,462 units sold, equaling \$1,830,569 in sales. With a mark-up of 10% and 40%, Toys N' Tails accepts a gross profit margin of 74%. Toys N' Tails has a high current ratio of 12.92, allowing the company to have excess cash set aside for a future mobile grooming van and to fuel other expansion goals. With these factors in mind, Toys N' Tails' finances have displayed the firm will be a treat for investing opportunities in the future.

With a 7,500 square feet building sitting on the greenest land (two and a half acres), this whole community of dogs has ample room to frolic, exercise, and make new furry friends. With value packages and membership offers that fit every owner's schedules, leaving a dog in someone else's hands has never been easier.

Welcome to Toys N' Tails! Where all furry friends are in good hands, and the fun brings endless wags.

Kindly,

Alexsandra Lochridge
Chief Executive Officer



BUSINESS RATIONALE

Customer Empathy

Dog owners understand that pups and mutts alike hold a special place within their hearts and homes. In the previous year, COVID-19 resulted in a national quarantine, in that time much has changed. Within the beginning months of the pandemic, adoption shelters, rescues, private breeders, and pet stores experienced a boom in dog adoptions. According to the American Society for the Prevention of Animal Cruelty (ASPCA), more than 23 million American households, have adopted new pets since the start of the COVID-19 pandemic as a way to combat social deprivation (15). With the lift of the pandemic lockdown and the fluctuating COVID-19 restrictions per state, millions of pets are experiencing a sudden shift in the quality of their home lives.

With the lift of the pandemic lockdown and the fluctuating COVID-19 restrictions per state, millions of pets are experiencing a sudden shift in the quality of their home lives. From twenty-four-seven family socialization to solitude, pet health is depleting and separation anxiety is on the rise. Toys N' Tails utilizes a design thinking strategy to prioritize customer-driven innovation and maintain a better understanding of customer problems. The company gained a deep empathy for customers by observing a time when owners and their dogs were struck with distress and designed the company around improving the lives of these families.



Problem Statement

Throughout this past year, anxiety and depressive disorders have increased to 41.5% from 2020's average of 36.4 percent (17). A total of 56 percent of young adults (18-24) who participated in the Census Bureau's Household Pulse Survey reported symptoms of anxiety and/or depression. Meanwhile, 41 percent of adults (18 plus) reported the same symptoms (5). Nationally deteriorating health motivated 1 in every 5 households to acquire a pet since the COVID-19 crisis began and approximately 90% of dog owners are not considering rehoming. With the quarantine order lifted and restrictions varying per state, at-home schedules have never been more unstable, leaving millions of pets in a state of distress.



Solution Statement

Toys N' Tails creates a safe environment that mirrors the comfort of home for every breed and size to enjoy. The mission is to help combat separation-linked anxiety and pet negligence through unique one-stop, all-inclusive services.

Daycare provides constant socialization during the day, boarding provides accompanied nights, obedience classes help aid with distressing behaviors, self-serve bathing provides efficiency for owners, and grooming provides a professionally pampered makeover for pups. Clients can feel comfort and confidence in knowing that their pets are being cared for with the highest level of attention possible, allowing owners to focus on taking one day at a time. Busy schedules can put mental health on the line and make people more susceptible to being emotionally unavailable. Toys N' Tails' lavish services promote not only the dog's mental health but the owner's as well, helping combat isolation and restore emotional resilience.



Corporate Social Responsibility



Toys N' Tails makes its core values surrounding the well-being of all dogs. transparent to the public by supporting local non-profit dog organizations, welfare agencies, and shelters. Once a month, the employees of Toys N' Tails host an adoption clinic at a nearby part through an affiliation with Marley's Mutts Rescue Ranch. Marley's Mutts brings rehabilitated dogs that are ready for adoption to Toys N' Tails, where Toys N' Tails can help them find their forever homes. The employees at Toys N' Tails volunteer at the Bakersfield SPCA once a month, to support the city's only no-kill shelter. Additionally, Toys N' Tails hosts low-cost vaccination clinics once a month with the support of the SPCA, to provide dog owners who may not be able to afford the average cost of dog vaccinations. This way, all dog-owners have the opportunity to bring their dog to Toys N' Tails, and the company can continue to spread the love.



Company Goals



Year 1

Open respite care facility: Toys N' Tails will open its respite care facility, at the same location, for owners who need short-term care for their pets. These owners may be facing a dire family crisis or need medical care, but still, need somewhere to leave their valued pets where they will be loved and cared for before their owners can recover enough to go home. This way, owners can focus on their own health, without having to worry about their pets, and it reduces the burden on local animal shelters that are already overcrowded.

Start Mobile Grooming Service: Toys N' Tails mobile grooming service will be a medium for the company to expand its paw-tastic pampering all around Bakersfield. With the looming COVID-19 pandemic, it is important for the company to have reinforcements in the case that things do not go according to plan, as mobile grooming is friendly for social distancing. With a mobile grooming service, Toys N' Tails can provide grooming to owners from the comfort of their own homes. Mobile grooming not only expands the influence Toys N' Tails has locally, but assists in finding and retaining loyal customers.

Year 2

Open services to cats: Cats are the second-most owned animal in America, at 25.4% of families including a cat, according to the American Veterinary Medical Association as of 2018 (18). By dedicating just a small portion of the facility to cat care, equipped with litter boxes, bedding, scratching posts, cat toys, and cat food, Toys N' Tails can increase its revenue by opening its services to those who prefer feline companions.

Year 3

Open a second location: By the third year of operation, Toys N' Tails is projected to have secured enough profit to open a location in Downtown, Bakersfield. This second location will offer the company a financial boost and allow new customer outreach.

Pick-up and Drop-off services: This expands Toys N' Tails clientele to older individuals who may not be able to provide transportation to Toys N' Tails if they reside on the opposite side of town.



Year 4

Expand to regional locations in California: With California's direct pet service sales grossing approximately 943.9 million in 2019 alone, Toys N' Tails will take advantage of this thriving industry in the state by opening up a new location in a city that is nearby, such as San Diego, Irvine, and Sacramento, which will allow for increasing community engagement and building customer recognition (18). In expanding, Toys N' Tails will continue adapting its services to fit local needs, thus sparking innovation.



ABOUT THE BUSINESS



Company Overview

In October of 2021, Toys N' Tails was founded in southwest Bakersfield, California. The exclusive doggie resort was created to ensure exquisite care is prioritized for each and every dog that walks in. Toys N' Tails offers a range of loving services from dog grooming to doggie daycare and boarding. Through extensive employee screening at the firm, the health and safety of every dog is the primary concern. Toys N' Tails is incorporated as an S corporation to bypass double taxation, and have employees who are shareholders that receive stock and equity in the company. This allows employees to feel as if they are part of something larger at Toys N' Tails, and the company can maintain positive employee relations. Toys N' Tails is considered a B corporation that balances purpose and profit while considering the impact of decisions regarding each of their shareholders.

Toys N' Tails is an in-person and online boutique that focuses on high customer satisfaction through quality service and care. The company's main industry is (dog) pet care, which is projected to spend six billion dollars more this year than 2020's expenditure of \$103.6 billion (11). The ASPCA reported that one in five households have acquired dogs over the course of the Covid-19 pandemic, therefore providing a reliable care facility for consumers is essential to the premium management catered to nurturing each pet (15).

In its retail shop, Toys N' Tails sells all-natural and eco-friendly dog products, ranging from organic shampoos, homemade dog treats, bamboo brushes, to anything that a loving pet owner could desire when caring for their pet.



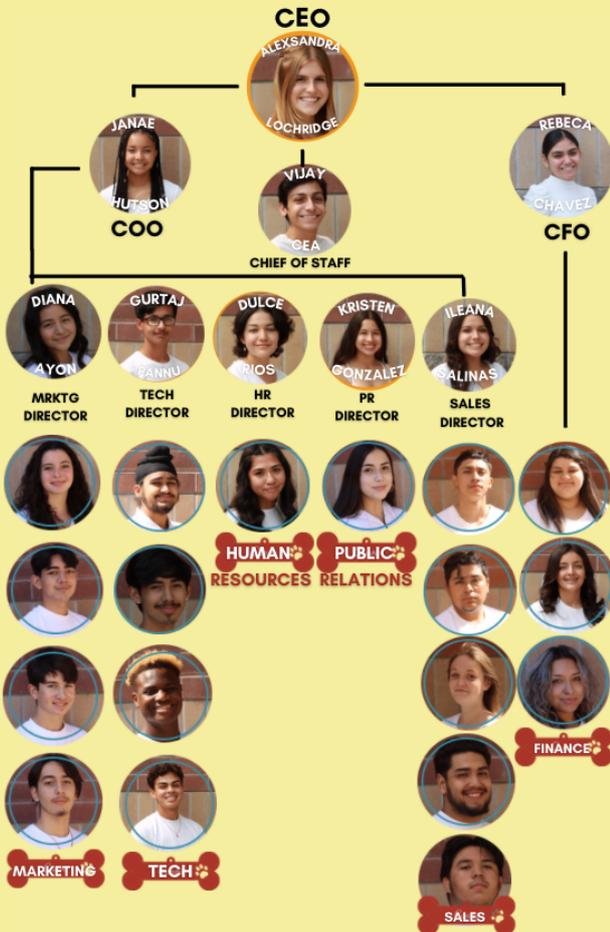
Mission Statement

Toys N' Tails' one-stop doggie boutique pampers each loyal companion as its own with attention, comfort, and kindness. Through luxurious care, Toys N' Tails is committed to prioritizing every dog, one paw at a time.



Company Organization

Toys N' Tails consists of 28 "pet-repreneurs", who are spread out across six departments (Finance, Marketing, Sales, Human Resources, Public Relations, and Technology). Each of these departments is overseen by a director, and all are delegated by a Chief Financial Officer, Chief Operating Officer, Chief of Staff, and Chief Executive Officer. The director of staff directly monitors employee activity and company progress, ensuring that all deadlines are met. Toys N' Tails follows a hierarchical organizational structure, with defined levels of leadership and authority between executives, directors, through the chain of command. This establishes clear promotional prospects and team-oriented culture, boosting long-term success.



The Chief of Staff is the designated means of communication between executives and associates, allowing Toys N' Tails to effectively communicate throughout all levels of the chain of command. Meanwhile, the Human Resources Department maintains company professionalism while ensuring that Toys N' Tails is a safe and comfortable environment to encourage a healthy work ethic. Toys N' Tails also utilizes Trello, a software that aids in agile task management, and the delegation of tasks through boards and lists.

SWOT Analysis



Strengths

- 1. Distinctive Community Involvement:** Toys N' Tails is able to differentiate itself from competitors and establish itself in town by emphasizing community involvement and collaboration through fun events, donations, adoption clinics, and vaccination clinics. Toys N' Tails donates excess dog hair from its grooming to non-profit organizations, and these acts of compassion make dog-loving consumers more inclined to support the company. Toys N' Tails is consistently exercising its mission statement, which includes compassion and kindness to all dogs.
- 2. Staff Qualifications:** Qualifications of every specialized employee at Toys N' Tails are required to have relevant prior experience or higher education, such as dog training school, degrees in animal care or animal science, or grooming certifications. These specialized positions include Toys N' Tails' groomers and trainers, who perform tasks that pose greater potential liabilities.
- 3. Premium Products:** Toys N' Tails retail line is the cherry-on-top for the company. Through an extensive search for an exquisite line of doggie merchandise, Toys N' Tails is proud to sell one-of-a-kind goods that are not sold locally at mainstream shops, such as sustainably sourced, USDA organic, and responsibly harvested 4Legger shampoos, and Buddy's Biscuits treats.
- 4. One-stop-shop:** Toys N' Tails provides every service and product that a dog would ever need. Toys N' Tails is known as Bakersfield's "All things dog" boutique. Therefore, loyal customers are easily obtained, as they will no longer need to visit numerous dog shops across town that may only specialize in grooming, training, or daycare.

Weaknesses

- 1. Mainly Affluent Customer Base:** Toys N' Tails incorporates a premium pricing strategy while selling luxury products and services, so the company retains mainly customers with higher income. However, Toys N' Tails prioritizes affordable bundles, a loyalty rewards program, seasonal sales, and discounts, to ensure that all income demographics can shop with ease. Additionally, 76% of millennial dog owners have identified that they would "splurge" on luxury dog items as they would for themselves, such as an expensive treat or organic shampoo (18).
- 2. Smaller Beginning Clientele:** As a start-up business, Toys N' Tails will not be as recognized as mainstream competition, such as Pet Smart. Therefore, Toys N' Tails will need to make a strong presence in the community to get customers into the shop for the first time. However, Toys N' Tails places a strong emphasis on community involvement and utilizes a combination of both local marketing strategies, as well as social media to garner company awareness.



Opportunities

1. Monumental Influx of Dog Adoptions: As of July of 2021, it was stated that “people in lockdown sought companionship” (10). Pet adoptions surged during the stressful Covid-19 pandemic, with approximately 23 million American households adopting pets (15). 90% of owners have no intention of rehoming their cherished pets now or in the near future (15). As COVID-19 restrictions continue to be lifted across the country, owners will inevitably struggle with continuing to care for their pets with the same unyielding attention as they could when they were stuck at home. This reality is due to owners that no longer have the time to care for these dogs. These dogs are stuck at home, as shelters saw 32% fewer dog intakes since the start of the pandemic (18). These owners will turn to Toys N' Tails to ease this transitional period as they begin to leave their dogs at home alone, and help aid their pups with any separation anxiety they may face.



Threats

- 1. Potential Insurance Liabilities:** Medical insurance is under scrutiny about the number of staff and pet injuries caused at Toys N' Tails' place of business. Toys N' Tails' insurance goes through a second-party provider, The Hartford. The Hartford offers customers tailored daycare, grooming, and training insurance, which provide the company with both general and professional liability, animal bailee, and property insurance. This insurance is non-restrictive against dog breeds that many insurance companies blacklist, therefore Toys N' Tails can accept any breed into the boutique. In addition, Toys N' Tails is strict on size and breed separation, prior consultations by professionals for any signs of aggression, and continual monitoring at the facility, to be proactive against any accidental injuries.
- 1. Possible COVID-19 Regulations:** Changes in the regulations of the Covid-19 pandemic can cause a major impactful economic shutdown of the business. Unfavorable government policies may affect the ability of this cooperation to stay afloat financially, therefore it is crucial to have plans in place that provide a cushion for Toys N' Tails to experience negative economic impacts. Toys N' Tails plans to establish its mobile grooming service within the first year, which provides a cushion against negative economic impacts, as the company can continue gaining revenue while abiding by potential social distance scrutiny. Additionally, all of the company's exclusive retail products are available for purchase online, which the firm would be willing to place a stronger emphasis on.

EXTERNAL ENVIRONMENT

Competitive Analysis

Unique Selling Proposition

In the Virtual Enterprises International (VEI) market, the Animal and Pet supply industry is highly under-saturated with little to no direct competitors. Most competitors are distinctively dog product companies and none offer dog-care services. Toys N' Tails' main revenue streams are its services, offering the best services catered toward canines that loving pet-owners could seek. Toys N' Tails is all-inclusive, offering both services and products, making it exclusively unique in its virtual industry and allowing it to stand alone as the only physical doggie resort and boutique.

			
Services	<input checked="" type="checkbox"/>		
Bundles	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Physical location	<input checked="" type="checkbox"/>		
Eco-friendly and organic products	<input checked="" type="checkbox"/>		

Clever Contraptions - Virtual

Clever Contraptions is a dog retail company that sells luxury dog products that include dog leashes, collars, dog carriers, ball launchers, dog houses, and dog clothes. A single product ranges from \$400 - \$5,000. Unlike Toys N' Tails, they are not a physical boutique, and their products can only be purchased online, while Toys N' Tails offers flexible payment options. Due to this sole online presence, Clever Contraptions lacks the consumer-to-company bond that Toys N' Tails prides itself on. Additionally, Clever Contraptions does not offer any dog services, while Toys N' Tails offers daycare, boarding, grooming, self-serve bathing, and obedience classes, which there is a more dire need for in the pet industry. Clever Contraptions does not sell environmentally friendly products, and their products have a greater emphasis on style, rather than comfort and safety (Firm Directory).

Pet Point - Virtual

Pet Point's company mission is to keep pets safe, so they sell GPS embedded tracking collars for dogs. They donate a percentage of their revenue to organizations, however, they lack partnerships and community involvement. They sell an assortment of colors and sizes, specifically in dog collars. Toys N' Tails sells an assortment of eco-friendly dog collars, made from recycled plastic bottles, that attract customers with their sustainable aspect (Firm Directory).

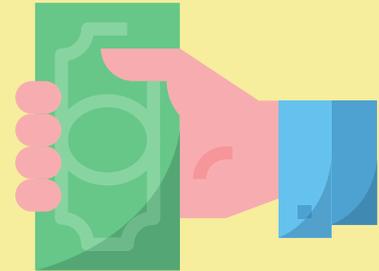


Industry Analysis Virtual



Toys N' Tails belongs to 4 industry categories: Animals & Pet Supplies, Business Services, Toys & Games, and Clothing & Accessories. While Toys N' Tails is a part of 4 industries, other VE firms are, on average, a part of about 1.5 categories. By placement in these categories, Toys N' Tails is able to expand its target audience to those searching for various animal needs. In addition, its multi-industry focus allows more resources to be allocated towards unsaturated industries in the VE market. The Clothing & Accessories industry is the largest industry in the U.S. virtual market, boasting 183 firms in comparison to the average 78 firms per industry. This contributes to its 90 million dollar value, the largest industry in VE, indicating high consumer demand for goods. The Business Services industry is a mid-sized market with 105 firms and a value of 67 million dollars. Though not as prosperous as the Clothing & Accessories industry, Toys N' Tails benefits from the high percentage of incoming transactions and the second-highest amount of net profit the industry receives compared to other categories. Moreover, Toys N' Tails is able to occupy larger shares in unsaturated industries such as the Animals & Pet Supplies and Toys & Games categories, each respectively containing 13 and 37 firms (Firm Directory).

Current Economic Conditions



While Toys N' Tails targets dog owners that went back to work after stay-at-home orders were lifted in the United States, it is projected to thrive no matter the conditions. Looking ahead, the US economy is forecasted to grow by 3.5 percent in 2022 and 2.9 percent in 2023. This forecast incorporates a slight downgrade for Q4 2021, but no material change for economic growth in 2022. The 0.5 percent downgrade in Q4 2021 GDP growth is associated with the rapid spread of the Omicron variant in December that was not projected until Q1 of 2022. As a result, the associated economic impact in Q1 2022 is unlikely to be as severe as some fear, showing a greater opportunity for businesses like Toys N' Tails to stay open (19).

Mass infections are impacting the labor supply as workers call in sick or postpone reentering the workforce. This supply-side disruption could result in additional shortages and has resulted in an increase in the consumer price index by 7.5% in the last twelve months as of January of 2022 (21). Toys N' Tails can adjust to inflation by downgrading the Paws Deluxe Membership packages to exclusively monthly options as well as decreasing the number of products featured in the retail line of eco-friendly products (19).

Additionally, one of the largest job gains occurred in California at an influx of 50,700 jobs while a new report from UCLA Anderson Forecast predicts that California's unemployment rate will fall to an average of 5.6% in 2022, and will drop further to an average of 4.4% in 2023. Compared to California's jobs recovery after the Great Recession – when unemployment peaked around 12.6% and took more than four years to get down to the state's current 7.3% unemployment rate – the state's post-pandemic recovery has been a roaring success. During the pandemic, unemployment in the state crested at 16%, but just a year and a half later, that number had fallen by more than half therefore Toys N' Tails is expected to thrive amidst pandemic conditions and after (18).



Competitive Analysis

Fur and Feathers - Real World

Fur and Feathers is a luxury pet resort stationed in Bakersfield, California that offers attentive services similar to Toys N' Tails, such as grooming, daycare, and boarding. However, Fur and Feathers does not offer dog obedience, a self-serve bathing station, and eco-friendly exclusive products. Meanwhile Toys N' Tails has a much wider outdoor lawn, a bone-shaped doggie pool, and an online and in person retail line. A competitive advantage that Toys N' Tails has is the array of bundles and memberships that allow customers to obtain discounts on services when they are purchased for long periods of time. This makes Toys N' Tails a more cost-effective option for consumers.

Wag! - Real World

Wag! is a site that allows owners to connect with local dog-walkers on demand. These Pet Caregivers are rated online by other customers. However, Toys N' Tails is a home-away-from-home. A boutique where owners can drop their dogs off to ensure they are receiving proper socialization and care while they are at work. At a stay at Toys N' Tails, constant walks and outdoor exercise are included at the resort, for no additional purchase, so owners are not just getting dog-walking, but everything their dog will need in a day.

			
Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Bundles	<input checked="" type="checkbox"/>		
Physical location	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Online Products	<input checked="" type="checkbox"/>		

Industry Analysis Real World

Pet Industry

The global pet industry was estimated to be valued at \$109.6 billion in 2021, with \$44.1 billion dedicated to food and treats, and \$9.7 billion dedicated to other services (11). This is expected to steadily grow at an annual rate of 8.7 percent through 2027 (12). Additionally, according to the American Pet Products Association, \$69.51 billion was spent on anything related to pets in 2017. Due to this large market in people buying items for their pets, the demand for high-quality pet care has also increased, which Toys N' Tails prides itself on. With pet ownership also increasing from 56 to 68 percent in the last 30 years, the need for pet care has never been more present. With the increase in pet ownership, the need for pet toys also has increased with the Future Market Insights analysis predicting growth at a 7.2 percent compound annual growth rate between 2021 and 2031 (13). According to SPINS pet trends in 2020, 73% of Gen Z's and 68% of Millennials are willing to spend more on sustainable pet products, to care for their pets and the environment simultaneously (3). With these statistics in mind, Toys N' Tails is opening at the perfect time to appeal to both consumers and investors alike.

MARKETING PLAN

Target Market & Market Segmentation



Primary Target Market

Toys N' Tails' primary target market is millennial canine owners ages 25-40 that live in suburban or rural areas, and have the financial capability to care for their dog in an elaborate manner. Millennials have been defined as not only the most common dog owners but as the most common dog care spenders as well. They represent the largest share of dog owners in the United States, reaching 32% in 2021 (20). The majority of this market will be from double-income homes, with jobs or social lives that require extensive time away from home. The majority of these households make a salary of more than \$55,000, as they are more comfortable with purchasing Toys N' Tails premium-priced products, and they will bring the firm the most revenue.

Secondary Target Market

Toys N' Tails secondary target market includes ages 17-24-year-olds. This is a group statistically reported outspending other age groups when it involves the wellbeing of their pets. As of August 2021, this age group was reported to spend approximately \$1,885 annually on their pets, considerably higher than the US \$1,163 average spent by pet owners overall (1). Animal-assisted therapy has become increasingly popular during recent years, which Toys N' Tails takes advantage of by marketing to these busy young adults through popular social media platforms. This audience is crucial to the success of Toys N' Tails, as they generate new interest and clientele opportunities.

Demographics

While Toys N' Tails does not target a specific gender, the niche segment that would generate Toys N' Tails the most revenue is these canine owners who do not possess a child of their own, specifically mothers, as they are more likely to invest their hard-earned money into the dog that is their alternative to the companionship of a child.

Geographics

Toys N' Tails is located in Southwest Bakersfield, an area with nearly 4,000 residents. These residents live a familial-centered lifestyle and will be willing to invest a surplus of their money to dog care at Toys N' Tails. Focusing on this region before future expansion will maximize profits locally.

Psychographics

The psychographics surrounding Toys N' Tails consists of those who are interested in enhancing their dog's physical, social, and emotional health, safely and conveniently. They take pleasure in seeing their dogs happy and energetic, and they value familial bonds. Additionally, PIJAC defines millennial pet owners with two specific characteristics, exhibitionist and conscientious. Toys N' Tails connects to this psychographic, as they are more likely to splurge on luxurious care for their dog by taking them to the Toys N' Tails boutique (18).



Marketing Mix

Product

Toys N' Tails sells a combination of both retail products and services, allowing pet owners to pick and choose their means of service! Offering an extensive list of services and products that cover all aspects of pet ownership, in an eco-friendly and exclusive manner.



Puppy Palace Daycare

Access to:

- **UNLIMITED** pool access
- Outdoor play areas
- Toys & exercise equipment
- Daily walks
*With size separation for safety!



Bed & Breakfast Boarding

- Access to ALL Puppy Palace Daycare services until 1:00 PM on checkout
- Luxurious overnight care
- Room-service meals
- Orthopedic furniture
- Staff snuggles



Self-Serve Bathing

For the parents who prefer to pamper their own pup from the comfort of our boutique!

Equipped with the same eco-friendly, exclusive products from our retail line!



Professional Grooming

Available for ALL breeds and ALL sizes!

With groomers who are both **certified and qualified!**



Training Classes

Available for ALL age groups!

Teaches obedience and basic tricks with trainers in sessions!

Aids in reducing shyness and behavioral problems.

Retail Products

All Toys N' Tails available products can be found both-in house and online! Offering free-shipping with the creation of a Pet Profile, Toys N' Tails offers a variety of products with ample colors, designs, and shapes, showcasing unique products for unique dogs. All products that are available for purchase are used at the Toys N' Tails resort, emphasizing the team's full trust in the wholesome and natural qualities of the product list. The Toys N' Tails curated product list showcases the following:

- USDA Organic, homemade, limited ingredient, and veterinarian recommended food, treats, shampoo and conditioning rinse
- Antibacterial towels made from 100% bamboo microfibers
- Environmentally sustainable, lightweight bamboo brushes and combs
- Plastic-recycled, eco-friendly dog collar, leash, and harness
- Mentally-enriching Snuffle Feeding Mats
- Interactive, lively toy selection



Pricing

Toys N' Tails employs a combination of cost-plus pricing and value-based pricing strategies.

Value-Based Pricing: This is most effective for services offered, as it allows the company to connect with customer values and demands. Toys N' Tails prices are set to match premium services, so the high-customer satisfaction that clientele leave with is key to maintaining a high retention rate. Toys N' Tails' services are priced at \$16–35 per day for daycare, \$45–55 per night for boarding, \$40–100 for professional grooming, \$50–55 for obedience/training classes, and \$20 for a self-serve bathing session.

Cost-Plus Pricing: Toys N' Tails high-end products are priced using a cost-plus strategy. Toys N' Tails is the only resort locally that offers these products in shops. Therefore, by avoiding shipping costs, customers will be willing to pay a 10% markup from the retail price, and 40% markup from wholesale. This markup allows Toys N' Tails to accept a 74% profit margin. Leashes, collars, and harnesses are priced at \$17–34, shampoo bottles are \$18, brushes are \$18–22, towels are \$21, and food/treats can range from \$6–127 depending on size and flavor.

Bundles and Memberships: Toys N' Tails services are provided in various packages for owners who are away for extended periods of time, with daycare bundles offering up to 20% discounts and family discounts for those who own multiple dogs. Toys N' Tails most popular package is the year-long membership, offering a combination of all services to sustain busy dog-owners for one month, six months, or one year. The starter bundle allows new, possibly confused owners, to feel completely prepared to start their beautiful lives with their fur babies.

- **Basic Beagle, Premium Poodle, and GOLDen Retriever:** Daycare packages varying in length of stay (7 days, 15 days, or 30 days) and priced by half-day rates. Price ranges from \$101 – \$840, and customers save 10–20%.
- **Starter Bundle:** Customers can redeem 5 self-serve bathing sessions, obedience classes for 3 months, 10 days of daycare, 10 nights of boarding, and a variation of walking products, grooming products, and toys to sustain dogs for over a year. Priced at \$2,500 for both puppies and adults, owners save 15%.
- **Toy Bundle:** Includes a choice of 190 toys from the retail shop. Priced at \$1,500 and customers are saving 40%.
- **Paws Deluxe Membership:** All-inclusive access to the services at the resort, and can be purchased for periods of one year (\$4,500), six months (\$2,500), and one month (\$450). Customers save over 40%.

Placement

Trade Shows

Trade Shows account for 75% of the company's sales. The company attends a combination of both physical and online trade shows throughout the fiscal year, in which sales representatives attend monthly training courses on how to lure consumers to the booth with sales pitches and show-stopping designs, such as dog costumes, raffles, and brochures. During online trade shows, Toys N' Tails connects with the community to invite potential customers to visit the online booth and is able to reach the company's primary target market this way. At Trade Shows, customers primarily are interested in bundles and memberships, which account for 62% of total revenue.

Business Contracts

Toys N' Tails has an out-of-network contract with the Jim Burke Ford Foundation. This contract accounts for 21% of company sales.

Website

Toys N' Tails' website accounts for 4% of all sales, where customers can purchase retail products in an efficient manner that are shipped directly to them.

Promotion

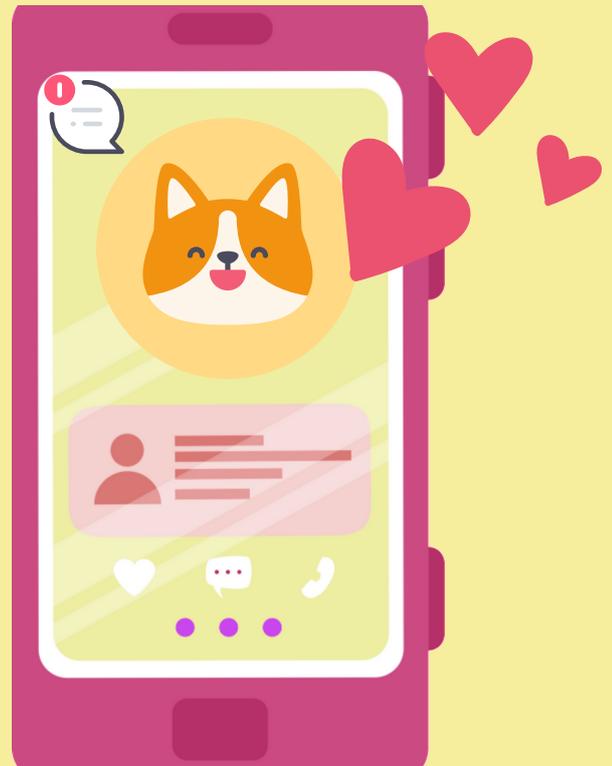
#UNLEASHTHEWAGS

Local Marketing

Toys N' Tails allocates \$16,500 every month toward all advertising expenses. Toys N' Tails dedicates 60% of these advertising costs toward hosting local events as the vast majority of Toys N' Tails' loyal customers are residents of Bakersfield. Local marketing materials such as posting flyers and hosting public events allow Toys N' Tails to engage within the community to build a presence. Public events that attract nearby customers include monthly adoption clinics, vaccination clinics, fashion shows, and a grand opening. These events are hosted at dog-friendly parks in close proximity to Toys N' Tails, in order to grab the attention of onlookers who may not know of Toys N' Tails.

Social Media

The remaining 40% of advertising costs are devoted to the four main social media platforms that Toys N' Tails publicizes on (Instagram, YouTube, Facebook, and TikTok). Toys N' Tails primary and secondary target markets, Millennials and Generation Z respectfully, are the most active social media users, with 84% of young US adults (aged 18-29) active on social media (2). YouTube, Facebook, and Instagram are the most used social media platforms for both demographics, while TikTok exhibits the fastest popularity growth with 689 million monthly active users worldwide in just three years. Toys N' Tails reaches local dog-loving groups on FaceBook, shares behind-the-scenes content and upcoming sales on Instagram and TikTok, and uploads company commercials on YouTube, all in a cost-effective manner.



YELP

According to a study conducted by Nielson, 93% of local users make a purchase from a nearby business after visiting a Yelp review (4). Using Yelp drives local consumption, allowing Toys N' Tails to dig its roots into the industry as an in-town start-up business. This distribution platform encourages clientele feedback and lets potential customers see how Toys N' Tails high consumer satisfaction rate fares to competing companies.

Positioning



To occupy itself in the minds of consumers, Toys N' Tails uses a “grand opening” as a strategic advantage, with a “Bring Your Own Dog” concept. Furthermore, 24/7 show-stopping visuals such as banners, balloons, and music is a unique marketing tool that competing doggie daycares in the area do not employ.

Toys N' Tails strives to be known as friendly and welcoming, therefore a **Loyalty Rewards Program** is offered to customers where they can accumulate PawPoints after creating a free membership. These PawPoints can be redeemed on existing items from shelves, and are awarded on dog birthdays, allowing owners to help their dogs feel special and appreciated. This hospitable reputation establishes Toys N' Tails as a designated home-away-from-home for customers, ensuring their valued pet will never have to experience separation anxiety or depression without their owners.



Business Risks

Supply-Chain Issues

Problem: Due to the COVID-19 pandemic, many industries and businesses were affected, one of them being the supply chain which Toys N' Tails heavily relies on as it offers a wide variety of many different products. The pandemic exposed vulnerabilities in production strategies and supply chains of firms, as they overcome temporary trade restrictions (7).

Solution: Hold intermediate inventory and safety stock. Toys N' Tails purchases **double the amount of inventory** that it needs, in the case that those materials suddenly become short supply. Obsolescence is not an issue with this strategy, as Toys N' Tails uses any excess inventory that is not sold in the shop as materials and equipment for its services. Additionally, all Toys N' Tails' products are **American-made**.

Combative Dogs

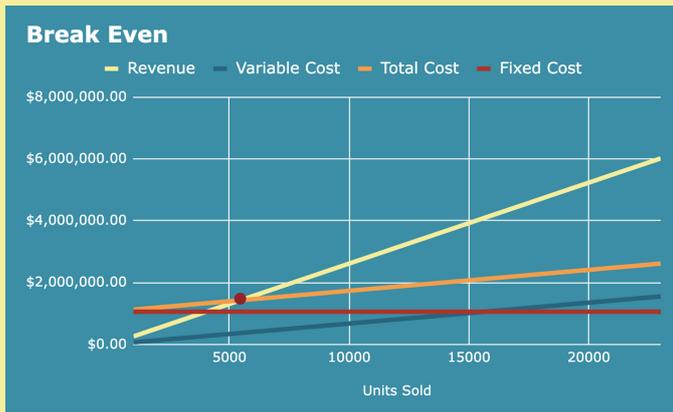
Problem: Dogs can have unpredictable behavior when it comes to interaction with faculty and other dogs because of their natural canine instinct. Liabilities can mainly arise when the dogs are playing, eating, or being groomed.

Solution: Toys N' Tails is proactive against this risk by strictly employing **in-advance consultations** by professionals for signs of any aggressive behavior, direction toward obedience classes if necessary, **continual monitoring**, and **separation by size**. Toys N' Tails uses **full coverage insurance**, where no dogs are blacklisted at the boutique, and every injury, abrasion, or accident is covered for every dog breed. Additionally, a **full-time veterinarian** is employed on stand-by at Toys N' Tails to ensure that the safety of each pup is its number one priority.



FINANCIAL PLANNING

Break-Even Analysis



Conducting a Break-Even Analysis is very crucial, especially for a start-up company like Toys N' Tails. By creating a formula in which 62% of sales come from memberships, 27% come from bundles, 9% come from services and 2% come from individual products, Toys N' Tails determined that the price point of one unit would be worth \$260 at Toys N' Tails. Using this formula, a membership can be worth more than 1 unit, whereas an individual product is worth a fraction of a unit.

Combining that formula with Toys N' Tails' average selling price per sale of \$262, an average cost of goods per sale of \$68, an average profit rate of 74%, and an annual fixed cost of \$1,059,923, it was calculated that Toys N' Tails would break-even at the sale of 5,462 units and \$1,429,197. Toys N' Tails surpassed this point on December 9, 2022.

Summary Profit & Loss Statement



Projected Summary Profit and Loss
Actuals as of February 2022 and Projected for March to April 2022

Total Revenue	\$4,779,350
Total Cost of Goods Sold	\$1,010,284
Gross Profit	\$3,769,066
Gross Margin %	78.86%
Operating Expenses	\$1,059,923
Net Income	\$2,709,143
Corporate Taxes	\$422,494
Net Income After Taxes	\$2,286,649

As of April 30, 2022, Toys N' Tails projected a total of \$4,779,350 in revenue, with 29% of that coming from a business contract and 71% resulting from website sales, online trade shows, in-person trade shows, seed money, angel investors, and a bank loan of \$150,000. With a gross profit of \$3,769,066 and total operating expenses equaling \$1,059,923, it was calculated that the net income of the fiscal year would be \$2,709,143 before taxes. Toys N' Tails' operating expenses consist of rent, utilities, loan payment, accounting, advertising, insurance, loan interest, security, internet, website, maintenance, payroll, payroll tax, office supplies, and depreciation. The company's most important operational expenses are \$69,972 toward payroll and payroll taxes, \$5,273 toward insurance, \$16,500 toward advertising, and \$5,000 toward rent. The projected annual

profit and loss statement allows Toys N' Tails to keep track of where the company is at the moment and any changes between the months of the fiscal year.

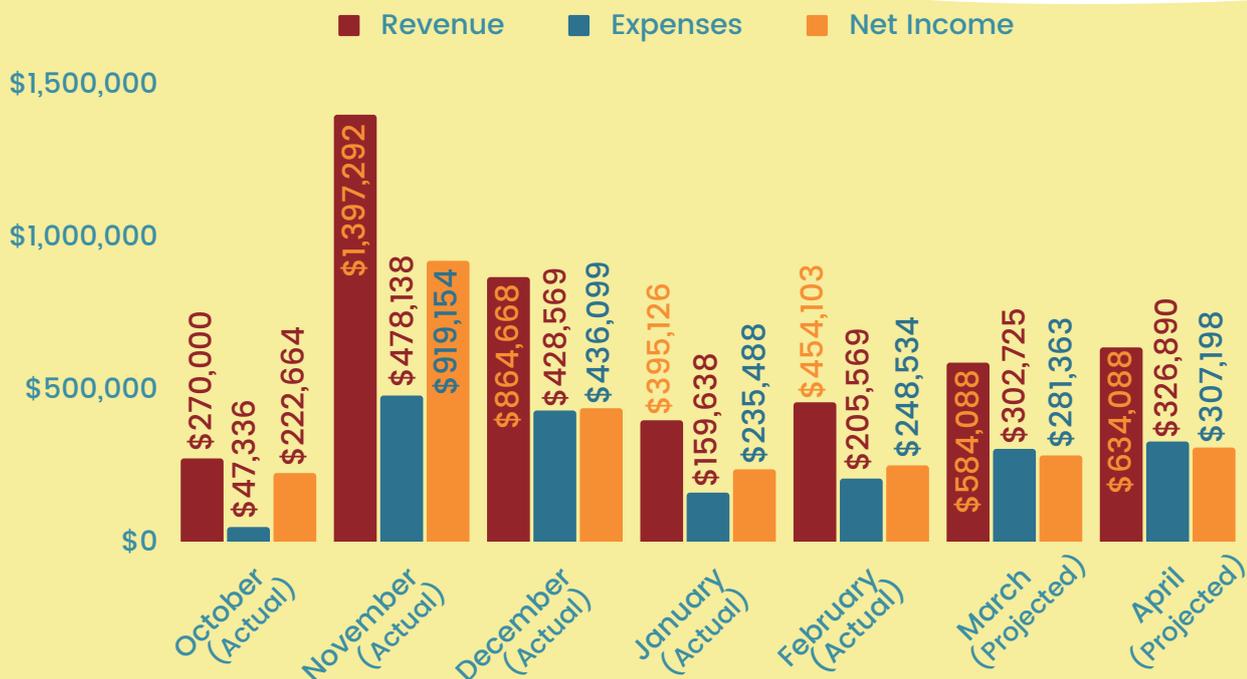
Balance Sheet

Assets	
Current Assets:	
Cash	1,908,164.81
Inventory	17,462.64
Accounts Receivable	234,088.00
Total Current Assets	2,159,715.45
Long Term Assets:	
Furniture & Fixtures	30,401.00
Less Accumulated Depreciation	(533.00)
Equipment- Office & Computers	5,509.00
Less Accumulated Depreciation	(97.00)
Equipment- Warehouse	28,500.00
Less Accumulated Depreciation	(500.00)
Total Fixed Assets	63,280
Total Assets	2,222,995.45
Liabilities	
Short Term Liabilities:	
Accounts Payable	22,418.00
Accruals:	
Current portion of loan	2,847.90
Payroll	43,285.00
Payroll Taxes	26,687.50
Sales Tax Payable	16,767.88
SPCA	0.00
3 Month Vet Contract	53,728.50
Total Current Liabilities	165,734.78
Long Term Liabilities:	
Loan (Balance of loan)	143,396.25
Corporate Tax Payable	
Total Long term Liabilities	143,396.25
Total Liabilities	309,131.03
Equity	
Shareholder's Equity	380,000.00
Retained Earnings	1,533,864.42
Total Equities	1,913,864.42
Total Liabilities & Equity	2,222,995.45

Toys N' Tails' balance sheet gives a further understanding of the company's current financial stability as of February 28, 2022. Toys N' Tails' liabilities value \$240,845 and its equity values \$1,913,864, matching the total assets at \$2,222,995. With \$2,159,715 in current assets and \$165,735 in current liabilities, Toys N' Tails has a high current ratio of 12.92, 11.2% return on assets (ROA), and 62.4% return on equity (ROE), making it the perfect time to invest. The finance department has decided to use a part of these cash reserves to begin implementing first-year expansion goals, including a mobile grooming van. Overall, Toys N' Tails' customer acquisition rate is \$5 per customer while each customer spends on average \$1,400 at the boutique. As of February 21st, the company has totaled 693 customers, producing an average customer retention rate of 54% through the rewards program, email marketing, and feedback systems to boost customer relations. Toys N' Tails proves to be a smart investment for both partners and shareholders.

*Balance Sheet as of February 28, 2022

Sales Projection Summary



Toys N' Tails' sales projections are based on the distribution of sales per previous months and are updated monthly, to reflect the trends in data. For the months of November and December, the company gained significantly more in revenues than had been previously projected. However, in the months of January and February, Toys N' Tails' revenues were slightly below the projected sales, due to the fact that Toys N' Tails attended fewer trade shows. For the month of March, projected revenues are close to \$600,000. To reach these projections, Toys N' Tails plans on hosting mini trade-shows, as well as promoting the business to the local community.

Financial Write-Up



Actual

October: Toys N' Tails received initial seed money of \$20,000, took out of the loan of \$150,000, and received two angel investors, each giving the company \$50,000. The company was established towards the end of this month and paid salary for the first time.

November: Toys N' Tails received its third angel investor of \$50,000, established an out-of-network contract with Jim Burke Ford, and began paying bills such as rent, utilities, insurance, advertising, etc. The company also attended the SLO Mini Trade Show in-person, making approximately \$100,000 in revenue. Toys N' Tails then attended a two-day online trade show and made approximately \$1 million in revenues. Overall, Toys N' Tails made \$789,388 in profit in the month of November.

December: The company attended one online trade show and made over \$600,000 in revenues, resulting in close to \$400,000 in profits. Toys N' Tails also paid all of its monthly bills, including inventory for both December and January.

January: Toys N' Tails attended the Bakersfield Trade Show and made over \$150,000 in revenues.

February: Toys N' Tails attended the Western Region Trade Show on the 16th and another trade show on the 25th. The company made over \$200,000 in revenues and collected the monthly \$234,088 that comes from our out-of-network contract with Ford.

Projected

March: Toys N' Tails will attend one trade show and begin financing for the mobile grooming van and respite care facility.

April: Toys N' Tails will host its first, very own, mini trade show within its own community. The company will also continue with the execution of expansion goals.



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APPENDIX

BANK BALANCE

Account details

Account:	<input type="text" value="Toys N' Tails (Budget Checking) - 630335370"/>	Download account details (Excel)
Period:	from <input type="text" value="02/28/2021"/> until <input type="text" value="02/28/2022"/>	<input type="button" value="Show"/>

Date	Name/Description/Acct#	Ref#	Amount	Balance
Feb. 28, 2022	Daniel Bazmi.58674.58674 (US011973), Bakersfield, CA VE Checkout transaction #672239 02/28/2022 10:39 PM CT Acct #630928711	6077672	\$12.84	\$1,908,164.81
Feb. 28, 2022	VE Miscellaneous, New York, NY Website Acct #630907234	6074853	-\$25.00	\$1,908,151.97
Feb. 28, 2022	VE Miscellaneous, New York, NY Security Acct #630907234	6074851	-\$45.00	\$1,908,176.97
Feb. 28, 2022	VE Office Equipment & Supplies, New York, NY Office Supplies/Printing Acct #630907137	6074849	-\$5,000.00	\$1,908,221.97

APPENDIX

BUSINESS CONTRACT

J I M B U R K E



L I N C O L N

TERMS AND CONDITIONS - This contract agreement may be cancelled with 90 days written notice. The period of this contract is a one-time purchase from the effective date unless modified in writing 90 days in advance on any agreed delivery dates stated in the agreement. Title and ownership of this agreement is non-transferable to any other party.

Toys N' Tails guarantees delivery of the quantities and items stated above in accordance with the terms and conditions stated in this agreement. Toys N' Tails hereby agrees to honor the firm-fixed prices stated above during the period of the contract agreement with no consideration for economic price adjustments.

CANCELLATION - The Contract may not be cancelled without the written agreement of both parties. Any party defaulting on the stated terms will incur the costs associated with recovery and all associated litigation fees.

RENEWABLE OPTIONS - During the final period of this agreement, either party may offer to negotiate optional years.

CORPORATE COMMITMENT - By signing this agreement, Jim Burke Ford, hereby agrees to offer the expertise of its officers as advisors to Toys N' Tails. This mentoring will assist in the successful operations of Toys N' Tails, thus protecting your valued investment in our product.

The signatures below represent the authority to fully execute this agreement.

Jim Burke Ford - Lincoln
Signature of (Business Name)

11-15-2021
Date

Printed Name / Title

661.328.3622
Phone Number

Mikie Hay
Signature of (Business Name) Representative

Mikie Hay
Printed Name / Title
V.P. Community Relations

661.496.7900.
Phone Number

APPENDIX

BUSINESS CONTRACT

J I M B U R K E



L I N C O L N

2001 Oak Street, Bakersfield, CA 93301
 (661) 835-6098
 (661) 328-3791
 Mhay@burkeauto.com

Business Contract

This agreement is effective as of November 30, 2021, between Jim Burke Ford and Toys N' Tails from November 30, 2021 until May 30, 2022. The parties hereby agree to the following terms and conditions:

DESCRIPTION OF SERVICE/SUPPLIES:

Jim Burke Ford hereby agrees to purchase the items below, supplied by Toys N' Tails.

Item	Quantity	Unit Price (\$)	Extended Price (\$)
Item 001 <i>Basic Beagle - Adult</i>	150	\$176.00	\$26,400.00
Item 002 <i>Basic Beagle - Puppy</i>	150	\$220.00	\$33,000.00
Item 003 <i>Premium Pomeranian - Adult</i>	150	\$357.00	\$53,550.00
Item 004 <i>Premium Pomeranian - Puppy</i>	110	\$446.00	\$49,060.00
Item 005 <i>GOLDen Retriever - Adult</i>	110	\$672.00	\$73,920.00
Item 006 <i>GOLDen Retriever - Puppy</i>	100	\$840.00	\$84,000.00
Total (Items 001-006)			\$ 319,930.00

J I M B U R K E



L I N C O L N

Signature of (Virtual Enterprise Firm Representative)

11/15/2021

Date

Alexandra Lochridge

Printed Name and Title

(661) 748-5370

Phone Number

APPENDIX

INVESTOR #1

Healthcare Finance Direct

10/31/21

VE Central Office
122 Amsterdam Avenue
New York, NY 10023

Dear Terry Jones

Please accept this letter of support as my intention to invest \$ 50,000 in Toys N' Tails. In exchange for this investment of funds, I understand that I will be taking an equity stake in their business by receiving a commensurate number of shares of stock in their company.

I affirm that I have done the following to review and evaluate this company:

1. Listened to a business pitch from the executive team outlining the firm's business plan, including the marketing plan, operating budget, and sales/revenue projections.
2. Reviewed company projections and assumptions.
3. Engaged in Q&A or discussion to clarify and guide the firm's direction.

I understand that upon approval of this equity investment by the VE Central Office, Toys N' Tails will prepare and send to me a stock certificate outlining the number of shares awarded based on a \$10 Par Value. I also understand that as a result of my investment, I will be placed on the company's Board of Directors.

Toys N' Tails have shown great potential in their business, I hope this investment will set them up for success in the future

Sincerely,

Luke Johnson
Healthcare Finance Direct, Co-owner
(661)535-5491

APPENDIX

INVESTOR #2

Rhino Lubricants Inc.

10/28/2021

VE Central Office
122 Amsterdam Avenue
New York, NY 10023

Dear Teri Jones:

Please accept this letter of support as my intention to invest \$50,000 in Toys and Tails Daycare. In exchange for this investment of funds, I understand that I will be taking an equity stake in their business by receiving a commensurate number of shares of stock in their company.

I affirm that I have done the following to review and evaluate this company:

1. Listened to a business pitch from the executive team outlining the firm's business plan, including the marketing plan, operating budget, and sales/revenue projections.
2. Reviewed company projections and assumptions.
3. Engaged in Q&A or discussion to clarify and guide the firm's direction.

I understand that upon approval of this equity investment by the VE Central Office, I will prepare and send to me a stock certificate outlining the number of shares awarded based on a \$10 Par Value. I also understand that as a result of my investment, I will be placed on the company's Board of Directors.

Toys and Tails Daycare fosters a positive environment that emphasizes quality care and amazing values! Their unique and effective approach to dog care, discipline, and pampering is unlike anything that Bakersfield has ever experienced. They are an outstanding business that has the potential to grow to a remarkable level, and I am confident that this investment will produce amazing results.

Sincerely,



Michael G Lochridge
Oil Distributor, Business Owner
(661)706-4370
cacowboy4u@juno.com

APPENDIX

INVESTOR #3

Central Lamont Insurance

10/29/2021

VE Central Office
122 Amsterdam Avenue
New York, NY 10023

Dear **Alexandra Lochridge**,

Please accept this letter of support as my intention to invest \$50,000 in Toys N' Tails. In exchange for this investment of funds, I understand that I will be taking an equity stake in their business by receiving a commensurate number of shares of stock in their company.

I affirm that I have done the following to review and evaluate this company:

- 1) Listened to a business pitch from the executive team outlining the firm's business plan, including the marketing plan, operating budget, and sales/revenue projections.
- 2) Reviewed company projections and assumptions.
- 3) Engaged in Q&A or discussion to clarify and guide the firm's direction.

I understand that upon approval of this equity investment by the VE Central Office, I will prepare and send to me a stock certificate outlining the number of shares awarded based on a \$10 Par Value. I also understand that as a result of my investment, I will be placed on the company's Board of Directors.

Sincerely,



Yesenia Rojas
Insurance Agent
(661) 845-2459
yd_rojas@yahoo.com

APPENDIX

LOAN AMORTIZATION TABLE

Toys N' Tails Loan Amortization Table						
Loan Information				Summary		
Loan Amount	150,000			Rate (per period)		0.4375%
Annual Interest	5.25%			Number of Paymer		60
Term (Years)	5			Total of Payments		170,873.85
# of Annual Payments	12			Total Interest		20,873.85
Payment Type	Beginning					
Monthly Payment	(\$2,847.90)					

Date	Principal	Interest for the Period	Total Balance Outstanding	Payment for the period	Principal Reduction	Revised Balance Outstanding
11-01-21	150,000.00	656.25	150,656.25	2847.90	2191.65	147,808.35
12-01-21	147,808.35	646.66	148,455.01	2847.90	2201.24	145,607.12
01-01-22	145,607.12	637.03	146,244.15	2847.90	2210.87	143,396.25
02-01-22	143,396.25	627.36	144,023.61	2847.90	2220.54	141,175.71
03-01-22	141,175.71	617.64	141,793.35	2847.90	2230.25	138,945.46
04-01-22	138,945.46	607.89	139,553.34	2847.90	2240.01	136,705.45
05-01-22	136,705.45	598.09	137,303.53	2847.90	2249.81	134,455.63
06-01-22	134,455.63	588.24	135,043.88	2847.90	2259.65	132,195.98
07-01-22	132,195.98	578.36	132,774.34	2847.90	2269.54	129,926.44
08-01-22	129,926.44	568.43	130,494.87	2847.90	2279.47	127,646.97
09-01-22	127,646.97	558.46	128,205.43	2847.90	2289.44	125,357.53
10-01-22	125,357.53	548.44	125,905.97	2847.90	2299.46	123,058.07
11-01-22	123,058.07	538.38	123,596.45	2847.90	2309.52	120,748.55
12-01-22	120,748.55	528.27	121,276.83	2847.90	2319.62	118,428.93
01-01-23	118,428.93	518.13	118,947.06	2847.90	2329.77	116,099.16
02-01-23	116,099.16	507.93	116,607.09	2847.90	2339.96	113,759.19
03-01-23	113,759.19	497.70	114,256.89	2847.90	2350.20	111,408.99
04-01-23	111,408.99	487.41	111,896.41	2847.90	2360.48	109,048.51
05-01-23	109,048.51	477.09	109,525.60	2847.90	2370.81	106,677.70
06-01-23	106,677.70	466.71	107,144.41	2847.90	2381.18	104,296.52
07-01-23	104,296.52	456.30	104,752.81	2847.90	2391.60	101,904.92
08-01-23	101,904.92	445.83	102,350.75	2847.90	2402.06	99,502.85
09-01-23	99,502.85	435.32	99,938.18	2847.90	2412.57	97,090.28
10-01-23	97,090.28	424.77	97,515.05	2847.90	2423.13	94,667.15
11-01-23	94,667.15	414.17	95,081.32	2847.90	2433.73	92,233.42
12-01-23	92,233.42	403.52	92,636.95	2847.90	2444.38	89,789.05
01-01-24	89,789.05	392.83	90,181.88	2847.90	2455.07	87,333.98
02-01-24	87,333.98	382.09	87,716.06	2847.90	2465.81	84,868.17
03-01-24	84,868.17	371.30	85,239.46	2847.90	2476.60	82,391.57
04-01-24	82,391.57	360.46	82,752.03	2847.90	2487.43	79,904.13
05-01-24	79,904.13	349.58	80,253.71	2847.90	2498.32	77,405.82
06-01-24	77,405.82	338.65	77,744.47	2847.90	2509.25	74,896.57
07-01-24	74,896.57	327.67	75,224.24	2847.90	2520.23	72,376.34
08-01-24	72,376.34	316.65	72,692.99	2847.90	2531.25	69,845.09
09-01-24	69,845.09	305.57	70,150.66	2847.90	2542.33	67,302.77
10-01-24	67,302.77	294.45	67,597.22	2847.90	2553.45	64,749.32
11-01-24	64,749.32	283.28	65,032.60	2847.90	2564.62	62,184.70
12-01-24	62,184.70	272.06	62,456.76	2847.90	2575.84	59,608.86
01-01-25	59,608.86	260.79	59,869.65	2847.90	2587.11	57,021.75
02-01-25	57,021.75	249.47	57,271.22	2847.90	2598.43	54,423.32
03-01-25	54,423.32	238.10	54,661.43	2847.90	2609.80	51,813.53
04-01-25	51,813.53	226.68	52,040.21	2847.90	2621.21	49,192.31
05-01-25	49,192.31	215.22	49,407.53	2847.90	2632.68	46,559.63
06-01-25	46,559.63	203.70	46,763.33	2847.90	2644.20	43,915.43
07-01-25	43,915.43	192.13	44,107.56	2847.90	2655.77	41,259.67
08-01-25	41,259.67	180.51	41,440.18	2847.90	2667.39	38,592.28
09-01-25	38,592.28	168.84	38,761.12	2847.90	2679.06	35,913.22
10-01-25	35,913.22	157.12	36,070.34	2847.90	2690.78	33,222.45
11-01-25	33,222.45	145.35	33,367.79	2847.90	2702.55	30,519.90
12-01-25	30,519.90	133.52	30,653.42	2847.90	2714.37	27,805.52
01-01-26	27,805.52	121.65	27,927.17	2847.90	2726.25	25,079.28
02-01-26	25,079.28	109.72	25,189.00	2847.90	2738.18	22,341.10
03-01-26	22,341.10	97.74	22,438.84	2847.90	2750.16	19,590.94
04-01-26	19,590.94	85.71	19,676.66	2847.90	2762.19	16,828.76
05-01-26	16,828.76	73.63	16,902.38	2847.90	2774.27	14,054.49
06-01-26	14,054.49	61.49	14,115.97	2847.90	2786.41	11,268.08
07-01-26	11,268.08	49.30	11,317.37	2847.90	2798.60	8,469.48
08-01-26	8,469.48	37.05	8,506.53	2847.90	2810.84	5,658.63
09-01-26	5,658.63	24.76	5,683.39	2847.90	2823.14	2,835.49
10-01-26	2,835.49	12.41	2,847.90	2847.90	2835.49	-
Totals		20,873.85		170,873.85	150,000.00	