

NATIONAL BUSINESS PLAN

2022-2023



Academy of Finance & Enterprise

30-20 Thomson Avenue,

Long Island City, NY 11101

rekindle.ny@veinternational.org

Tel No. (718) 389-4134



@rekindle.ve



Table of Contents

Executive summary: i, ii

Business Rationale

1. Customer Empathy	1
2. Problem Statement	1
3. Solution Statement	1
4. Company Goals	1

About the Business

1. Company Overview	2
2. Mission Statement	2
3. Organization	2
4. Roles and Responsibilities	3-5
5. SWOT Analysis	6

External Environment

1. Competitive Analysis	7-8
2. Current Economic Conditions	8-10
3. Industry Analysis- Real & Virtual	10

Marketing Plan

1. Target Market & Marketing Segmentation	11
2. Marketing Mix	12-15
3. Business Risks	15

Financial Planning

1. Break-even Analysis	16
2. Balance Sheet	17
3. Summary Profit & Loss Statements	18
4. Income Statement	19
5. Sales Projection Summary	20

Appendix

1. Bank Balance	21
2. Angel Investors	22
3. Non-VE Sale	23
4. Loan Amortization Table	24
5. Sources	25-26

Executive Summary



COMPANY DESCRIPTION

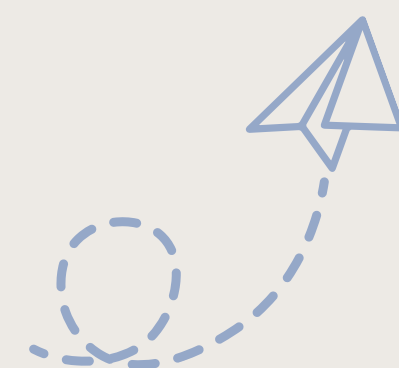
The term “don’t forget where you come from” can often be heard, but in this day and age, some feel disconnected from their culture. In a country with millions of immigrants and different customs, we can often feel overwhelmed and lose the bond with our own heritage. This is where Rekindle steps in to help! We strive to help people reconnect to their culture by purchasing authentic products from their country by specializing in the gift and novelty industry. Our products contain culturally significant items from all over the world. These range from musical instruments, recipes, books, jewelry, traditional games, clothing, and so much more imported from the country itself, depending on the box size chosen by a patron.



Located at the Academy of Finance and Enterprise in Long Island City NY, there are advantages such as having multiple VE firms around us. We are organized as a functional firm divided into 8 different departments with a total of 29 employees. Our organizational structure is designed to increase our efficiency and productivity through a variety of our employee’s skills. Considering we are a heritage-embracing company, our firm believes in spreading awareness to involve our community in activities or events that connect them to their roots and peers. Our legal form of ownership is a C-Corporation, conveying the following benefits: being publicly traded, having limited liability, and obtaining funding from investors to grow the company as quickly and effectively as possible.

MISSION STATEMENT

Rekindle strives to reconnect people to their roots with packages that bring the familiarity of their home country right to their doorstep. We will do this in a way that increases cultural awareness for our customers, allows us to flourish financially as a company, and provide many opportunities for personal and intellectual growth for our employees.



PRODUCTS



Rekindle strives to reconnect our customers to their roots with culturally authentic products. Our vetting process includes first researching these products, and then importing them from any chosen country. Our packages include traditional clothing, musical instruments, snacks, home decoration, and so much more! There are many aspects of culture, and Rekindle will help you every step of the way to reconnect to your heritage.



Executive Summary



FINANCIAL HIGHLIGHTS

We projected to break even by selling **1,792** units by April 2023. However, we achieved this goal two months early in February 2023. In order to achieve this goal, we relied heavily on our posts and contracts with other VE firms with the help of our Social Media and Marketing departments. Our Finance department was in charge of creating a break-even analysis based on these results. We also developed sales projections which totaled **\$1,800,000** for total sales revenue and a net income of approximately **\$400,000**. Additionally, Rekindle's current ratio as of February (current assets/current liabilities) is **48.4**, meaning for each dollar, we have **\$48.4** in existing assets to cover. Rekindle's gross profit margin of **60%** illustrates its effectiveness at converting expenses for goods and labor into profits. According to *The Retail Owner's Institute*, the average gross profit margin as of 2021 for the gifts, novelty, and souvenir industry is 51%. A high Debt/Equity Ratio (D/E) indicates that a company is highly leveraged and may borrow more than it can repay. According to *readyratios.com*, the average D/E ratio of 2021 is 0.93. Thus, Rekindle's D/E **ratio of 0.75** exemplifies our financial capability and unlikelihood to default on our financial obligations.

COMPANY GOALS

At Rekindle, we acknowledge the importance of establishing goals in order to have a clear vision for the future of our company, along with measuring the achievements of our company. One of our short-term goals consisted of breaking even by April of 2023 which was achieved ahead of time on February 3, 2023. The following is our remaining short-term goal for 2022-2023: earning an average of **\$200,000** in sales from each of our trade shows. Additionally, Rekindle created some long-term goals: distributing our products to learning centers and increasing cultural awareness, and decreasing our customer acquisition cost from **\$57 to \$25** by September 2024.



BUSINESS RATIONALE

Problem

With over 44.9 million immigrants living in America, we are solving the problem of cultural disconnection. Targeting second-generation immigrants, we surveyed 200 students and we found out that 80% missed their home country, and have difficulty finding their cultural items in the U.S.

We will solve Gen Z's problem of cultural disconnect through the use of carefully crafted imported goods, such as clothing, musical instruments, games, jewelry, and so much more. Each item is specific to a country and will help raise cultural awareness. We will bring a sense of comfort to our patrons no matter the distance from home.

Solution

*Source: [migrationpolicy.org](https://www.migrationpolicy.org)



Business Rationale



CUSTOMER EMPATHY

Culture is a big part of our identity, directly shaping many aspects of our life from the language we speak to the food we eat. However, not everyone has access to this. Whether due to the pressures of assimilation, lack of connection to their culture, or the distance from their home country to the United States being too far to bear, Rekindle employees have faced it all. Our team consists of first or second-generation immigrants, and we empathize with our customers in regard to feeling culturally disconnected. As time passes on, we all hope our family's culture and legacy will live on through us, and Rekindle will strive to achieve this by opening the doors to cultural reconnection and exploration.

PROBLEM STATEMENT

Immigrants and their U.S.-born children number approximately 84.8 million people in the U.S. according to *migrationpolicy.org*. Given this, we are striving to bridge the gap of cultural disconnect. Most second-generation immigrants find their parents chasing the "American Dream," resulting in abandoning their customs and traditions in exchange for American ones. As these children grow up, they find themselves wishing they felt a connection with their culture. To prove this, we targeted second-generation immigrants and surveyed 200 students. We found out that 80% missed their home country, and 75% have difficulty finding their cultural items locally in the US.

SOLUTION STATEMENT

We will solve the problem of cultural disconnect through the use of carefully crafted imported goods, such as clothing, musical instruments, games, jewelry, and so much more. Each item is specific to a country and will help raise cultural awareness and help our customers reconnect to their culture. Along with these products, each box comes with a country study guide, in order to educate our patrons, as well as bring a sense of comfort to our customers no matter the distance from home.

COMPANY GOALS

Short Term Goals	Strategy	Status
Break-even and achieve profitability by April 2023	<ul style="list-style-type: none">Posting on our social media platforms to promote our firmConsistently communicating with other VE firms to increase sales	Achieved February 3, 2023 
Earn an average of \$200,000 in sales from each of our trade shows by April 2023	<ul style="list-style-type: none">Reaching out to other VE firms and arranging pre-trade show meetingsCreate enticing promotional content to reach our target market	Earned an average of \$137,570 in trade show sales

Long Term Goals	Strategy	Status
Distribute our products to schools and increase cultural awareness by 2025	<ul style="list-style-type: none">Partnering with local cultural organizations and charitiesSurvey teachers and school administrators to find potential opportunities to partner	Initial conversations have taken place and are planning stage
Decrease customer acquisition cost from \$57 to \$25 by September 2024	<ul style="list-style-type: none">We will be implementing customer loyalty and targeting programs to allow us to contact clients for feedback on our product.	Our customer acquisition cost has decreased 12% from \$57 to \$50



About the Business



COMPANY OVERVIEW

Founded in October of 2022, Rekindle is located at the Academy of Finance and Enterprise in Long Island City NY, under the Gift and Novelty Industry, within the VE marketplace. Rekindle is a culture-embracing company that strives to help people reconnect to their culture through authentic and imported products from any chosen country. In regards to legal structures, Rekindle has chosen to be a C-Corporation due to the advantages of having limited liability, and the ability to receive funds by selling shares of stocks.

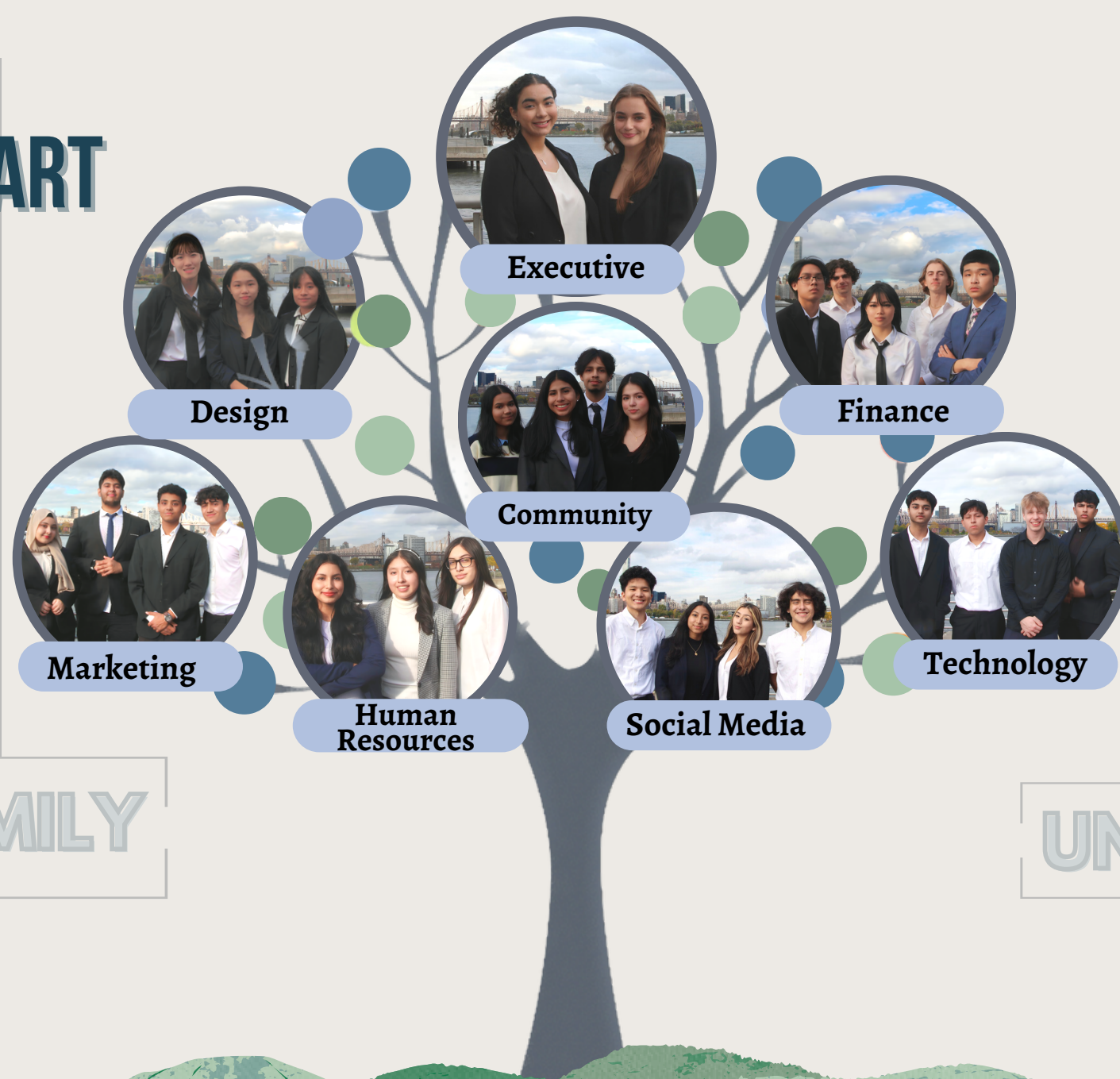
MISSION STATEMENT

Our mission statement is to reconnect people to their cultural roots which package that bring the familiarity of their home country right to their doorstep. We will do this to increase cultural awareness for our patrons, allow us to succeed as a company, and provide the opportunity for our employees' personal and intellectual growth.

ORGANIZATION

We are organized as a functional firm with a total of 8 departments and 29 employees. This demonstrates that each department is skilled in what they do, with a qualified chief in charge of distributing and managing tasks, proving company efficiency and productivity. Each chief was chosen based on their specific skills that match their department. For example, our Finance chief Katty is industry certified in accounting through the NOCTI exam. In the creation of our organizational chart, Rekindle wanted to emphasize diversity and inclusion, instead of the common hierarchical system. Rekindle strives to build a family-friendly environment within our company. As a result, the tree structure embellishes the main principle of "each employee makes a difference". Through this, each branch upholds a specified department, showcasing the necessity of each department in order to represent the importance of having every department present in order to create a strong, and functional family tree.

ORGANIZATIONAL CHART



FAMILY

INCLUSION

UNITY

DIVERSITY

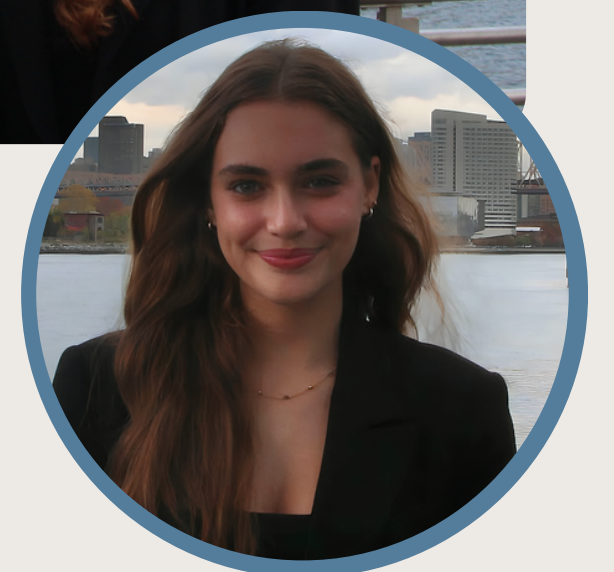




ROLES & RESPONSIBILITIES

Executive Department

Our Executive Department works towards making crucial adjustments to our company in order to finalize what would be best for the firm. With **Rania Gaston (CEO)** being awarded the best Youth Entrepreneur Business Pitch in the region with Network for Teaching Entrepreneurship (NFTE), and **Heidi Haxhiu (COO)** is National Occupational Competency Testing Institute (NOCTI), Microsoft, and Powerpoint certified, they ensure productivity and structure for our team. Our CEO and COO work hand in hand consistently in order to assure that each branch reaches its full potential.



Finance Department

The Finance Department creates and maintains financial statements such as income statements, balance sheets, and cash budgets. The finance team ensures a healthy financial track with the goal of generating profits, from handling all of the firm's expenses to employee payments. Led by **Katty Ho Fang**, she takes initiative on the current financial tasks at hand and enhances team synergy. With the department passing the NOCTI (National Occupational Competency Testing Institute) accounting exam in the Career and Technical Education track, they confidently manage the finances of the company,



Technology Department

The Technology department overlooks the administrative processes with support for the software. Important roles of they take on include tech management, quality assurance, infrastructure management, and confirmation that finished products meet all the customer's needs and expectations. Led by **Muaz Parvez**, who is Google Career Certified in coding, they oversee the development and dissemination of technology for external customers, vendors, and other clients to help improve and increase business.





ROLES & RESPONSIBILITIES

Design Department



The Design Department led by **Sharon Zheng** is responsible for creating eye-catching visuals for our company's publicity. With our Chief of Design's skills in various art mediums, she has been chosen to participate in many school art galleries, zine projects, and was the main developer of our school's yearbook design. With her extended knowledge of art and leadership skills, Sharon and her department ensure the best quality of visual content, and in doing so boost the company branding of Rekindle.

Human Resources Department

The Human Resources Department ensures all employees comply with the policies and crucial rules that Rekindle stands by. This department is led by **Fabiola Flores** who with her past interning experience at Video Plus Entertainment Company, she has utilized her creativity and enthusiasm to enhance Rekindle's team-building skills. The HR team implements communication, and behavior skills through training workshops to avoid future conflict and increase methods of conflict resolution. Overall resulting in Rekindle becoming a close-knit community with values and respect for all.



Marketing Department

The Marketing Department led by **Adib Kabir** takes on the responsibility of efficiently analyzing our stance in the market and advertising our products to the public. They keep track of our competitors and promote our products through various social media platforms, promotional posters, and trade shows. Adib uses his past experience as a marketing intern for a crypto credit card company in order to maintain sales and communications with other companies. This department strives to increase our company's public image and brand recognition by communicating with our clients and potential partners.





ROLES & RESPONSIBILITIES

Community Department

The Community Department focuses on giving back to our community. Led by **Mia Medina**, who has experience participating in organizations like Girl Scouts of the USA, she helps to bring awareness to the most important perceptions and behaviors required to be ethically aware. The Community Department holds the responsibility for organizing major social events such as the Breast Cancer Awareness walk, Toys for Tots Donations, fundraisers, and more! In order to capture what they have achieved each month, they are in charge of updating our monthly newsletter Overall, they help assure that our firm lends a hand to our community and maintains social responsibility..



Social Media Department

The Social Media Department is led by two chiefs, **Gianna Rodriguez** and **Giselle Zambrano**, and is essential to promoting our business and product to potential clients and partners. Social media enables us to reach a wide audience and establish direct contact with our customers. Gianna who interned for the New York Times with a marketing concentration, and Giselle, who ran her own online retail business, creating and promoting handmade phone cases, help to create relatable yet informative content that intrigues our target market This department makes sure that our business provides the best content possible and also promotes our company branding as a start-up business.





SWOT ANALYSIS

S

1. **Our unique Vetting Process** - Our sourcing strategies help Rekindle assure our customers that they are receiving the highest quality and authentic cultural items. Rekindle strives to differ from our competition and offer a piece of mind to our patrons that their items are being shipped directly from their chosen country.
2. **Our Location** - Located in the most diverse city in the world, Rekindle has access to local cultural heritages and vendors that help us ensure quality and authenticity. Additionally, we are in close proximity to about 37 VE firms, enabling close relations and constant communication for sales.

W

1. **Obtaining Repeat Customers** - After a customer purchases a package from their own country, they may be less likely to purchase another box from a different one. However, to combat this, our Marketing Department has worked to create our newly implemented Passport Program. The more Rekindle boxes our patron purchases, they collect virtual "stamps" which will become promo and discount codes towards their next purchases.
2. **Time Required to Curate Boxes**- Each country has its own specific customs and traditions, and researching each country and choosing which culturally significant items to place in their boxes can be time-consuming. However, as Rekindle expands we hope to hire more employees placed in different countries, and from different backgrounds to assist us in a smoother research process.

O

1. **Culture Becoming More Accessible** - Through the rise of social media, Generation Z has shown signs of interest in learning about other cultures as social media trends involve showcasing certain aspects of different cultures and begin to skyrocket. For example, videos tagged using the hashtag, "culture," on TikTok have received over 15 billion views.
2. **Gift and Novelty Industry Growth** - Rekindle operates closest to the Gift and Novelty market. According to *PRNewsWire.com*, the Gift and Novelty market size is expected to grow by \$13.04 billion from 2021 to 2026.
3. **Trade Show Participation** - An increase in in-person and virtual trade shows allows us to communicate with our customers face to face to sell our products, and overall have a better connection with our clients.

T

1. **Supply Chain Disruptions** - Rekindle will be importing products directly from a chosen country. In case of any supply disruptions, we have established relationships with new suppliers to make sure that our supply chain remains secure.
2. **Economic Turndown** - Due to high inflation and interest rates, Rekindle may be faced with the threat of a decrease in customers during the recession. In the event this was to occur, Rekindle is ready to accurately adjust our prices to fit a more modest budget for our customers.
3. **Increased/More Aggressive Competition** - We are aware of other companies trying to potentially adopt our idea. However, our existing partnerships with local cultural organizations and suppliers, our customer retention programs, as well as the constant updating of our culture packages monthly will help us continue to stay a step ahead of the competition.



External Environment



COMPETITIVE ANALYSIS: INDIRECT AND DIRECT

Indirect Competitors

Indirectly, we are competing with every other VE firm when we attend virtual and in-person trade fairs when employees and credit card holders are looking to make their purchases.

Identify/Examine: Culture Bussin

Our first direct competitor is Culture Bussin, in Bay Area, San Francisco. They deliver multicultural foods throughout that area, along with catering parties and events. However, they lack the ability to spread an immersive cultural experience among their customers. First, they have a select selection of cultural foods to explore, with only five countries available. Second, there are many aspects to culture besides food, and this competitor does not capture that. **Our advantage** is that Rekindle is a worldwide service that provides our patrons with more than just food, but rather great knowledge and life-changing experiences with our wide range of over thirty countries to choose from and explore.



Identify/Examine: Culture Crate

Our second direct competitor is Culture Crate, located in Fort Lauderdale, Florida. This company provides its customers with packages including cultural snacks and recipes. Like our previous competitor, this company does not provide an immersive cultural experience with more than just ethnic food. Additionally, they only showcase the culture of only one country, Ireland, on their website and social media. Here, **our advantage** is that Rekindle provides authentic products imported from all around the world. Rekindle displays more than just one country on our platforms. Our website displays over thirty Rekindle boxes from different countries, and our social media platforms are used to post and bring attention to cultural holidays or events taking place. Additionally, each Rekindle box includes an informational pamphlet about the history and usage of each product, proving Rekindle cares about teaching our customers about the beautiful aspects of culture.



External Environment



Rekindle's Advantage

Rekindle stands out from our competitors with our unique vetting process. In order to create every box, we make each package distinctive from one another. Our team researches each country and its customs thoroughly to find items with the most significance to include. In order to fully educate our customers, Rekindle goes the extra mile to include educational pamphlets and QR codes linked to videos for each product and its uses. Rekindle ensures that our service is more than simply a box, but rather an experience, that allows you to gain knowledge, and reconnect to your heritage at the same time!

FIRM NAME	PROVIDES CULTURAL FOODS AND SNACKS	TEACHES CONSUMERS ABOUT THE CULTURE	UNIQUE VETTING PROCESS, ALL PRODUCTS ARE IMPORTED FROM THE COUNTRY	PROVIDES MORE ITEMS THAN JUST FOOD
REKINDLE	✓	✓	✓	✓
CULTURE CRATE	✓	✓	✗	✗
CULTURE BUSSIN	✓	✓	✗	✗

CURRENT ECONOMIC CONDITIONS

The current challenges we face are high inflation, high-interest rates, and the outgoing banking crisis. Due to high inflation, the value of the dollar has gone down, meaning Rekindle might lose profit and customers. When our company was just founded in October, the interest rate was **4%** along with an inflation rate of **7.7**. However, as a relatively new company, we have flourished in our sales despite these high inflation and interest rates. We have managed to achieve over **\$1,122,022** in sales, along with a break-even two months earlier than projected.

Additionally, we can take further action against this economy by marketing our products at an all-time high since trends show that consumers are spending their money on gifts year-round. According to sources like *prnewswire.com*, the Gift and Novelty Market is expected to grow to **\$13.4 billion USD** by 2026 with a compound annual gross rate of **3.4%**, meaning despite a poor economy, our industry is constantly thriving. Additionally, the banking crisis is a situation we must look out for. In March 2023, two large banks in the U.S. collapsed, causing citizens with money deposited in banks to panic. In order to combat this, Rekindle will ensure to create multiple accounts with different banks ensuring our excess deposits with FDIC and purchasing private insurance, such as Max Safe as well.



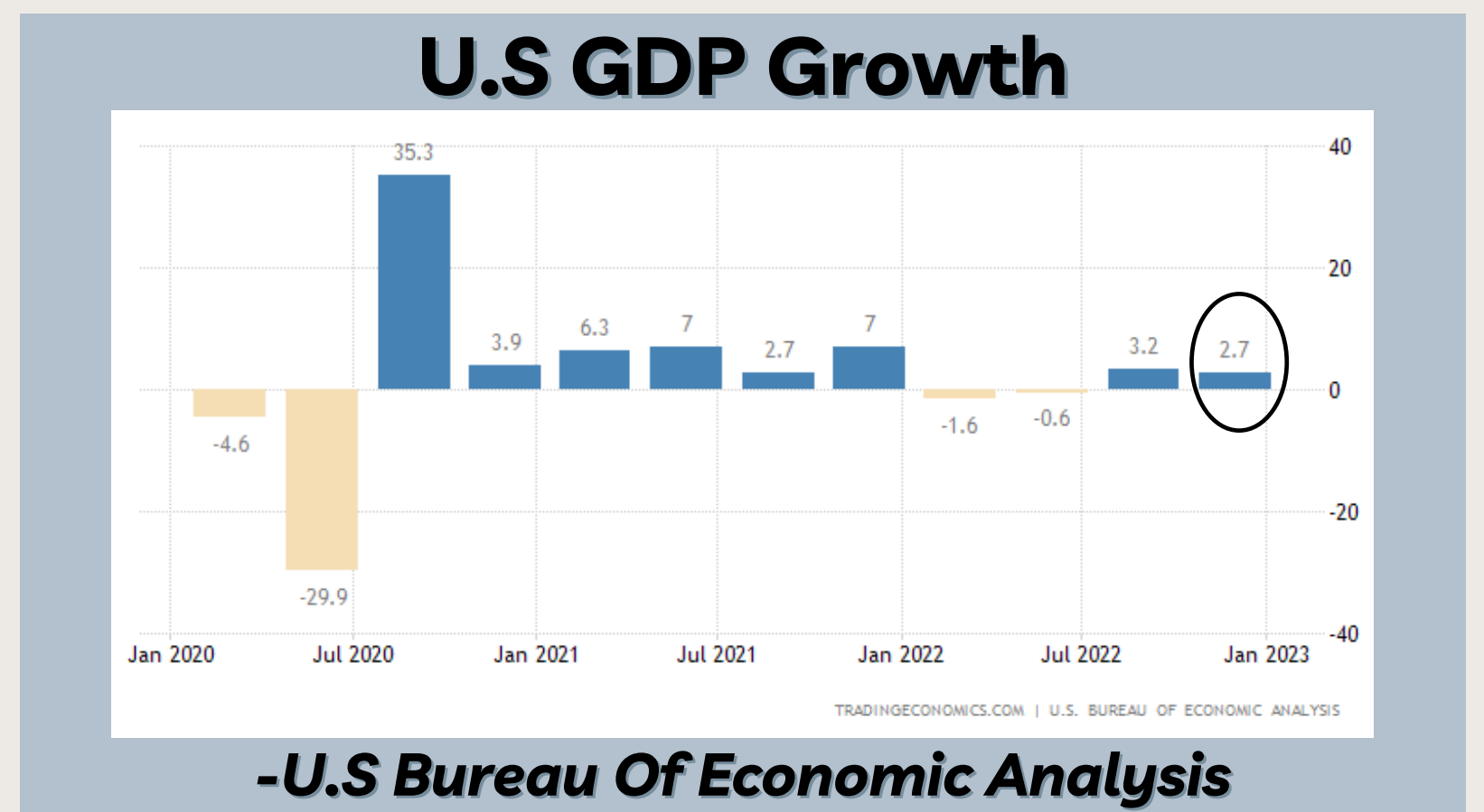
External Environment



CURRENT ECONOMIC CONDITIONS



GDP measures the value of final goods and services. This year, the US economy **expanded an annual 2.7%** in the fourth quarter of 2022, slightly below the 2.9% estimate. **Consumer spending rose 1.4%**, the least since quarter one of 2022 and below **the 2.1% estimate**. Growing GDP can be an indicator of a well economy, as employment increases and companies can hire more workers, as well as consumers have more money in their pockets.

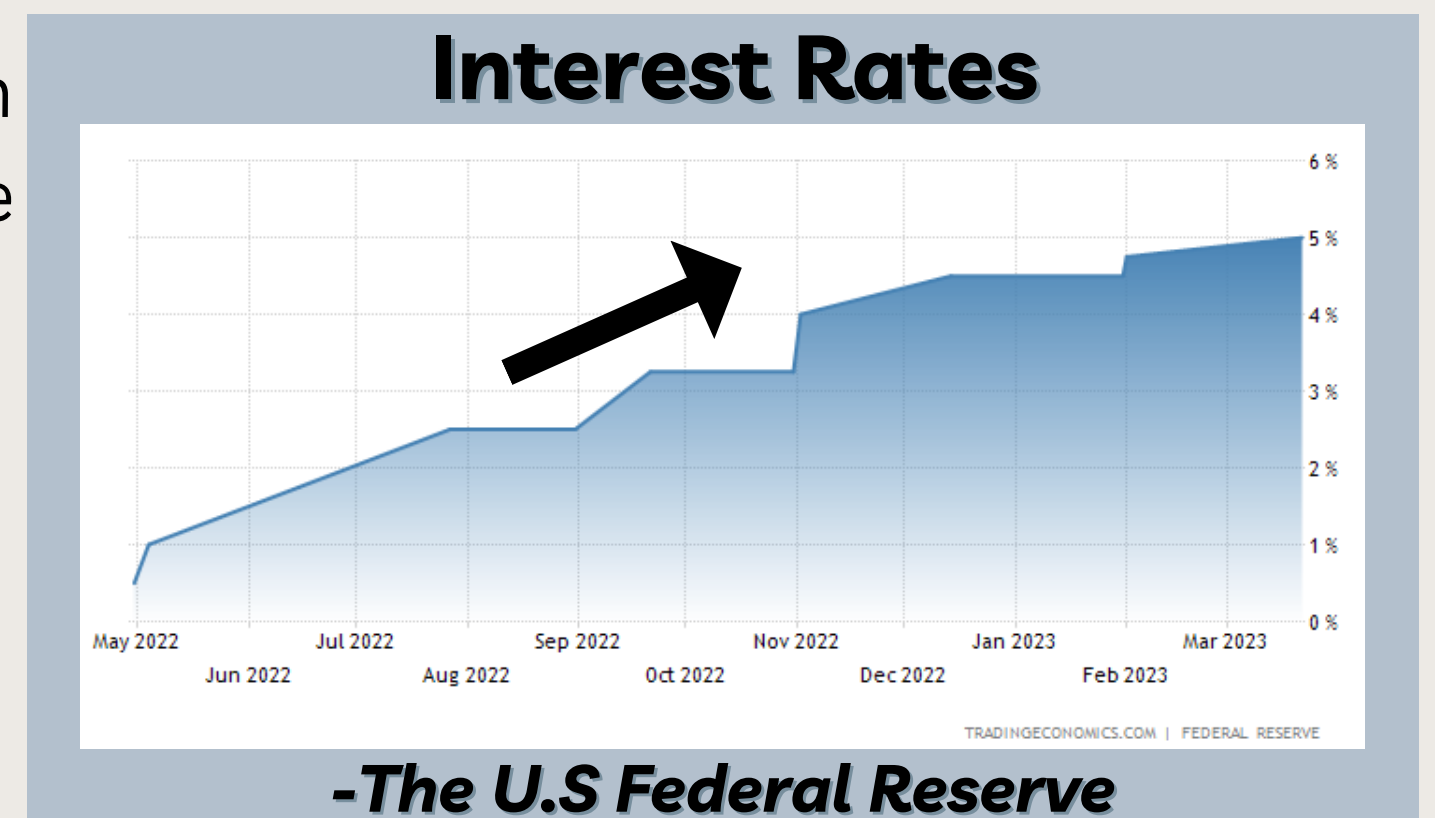


Currently, the inflation rate has stabilized, but is still high at **6.0%**, due to increased household demand, and supply-chain shortages related to the pandemic. Despite being in this period of economic uncertainty, Rekindle still has over **\$1 million USD** in sales, meaning we've flourished in this economy and are confident that we will continue to progress, but will adjust the pricing and size of our packages if the economy calls for it.

Inflation Rates



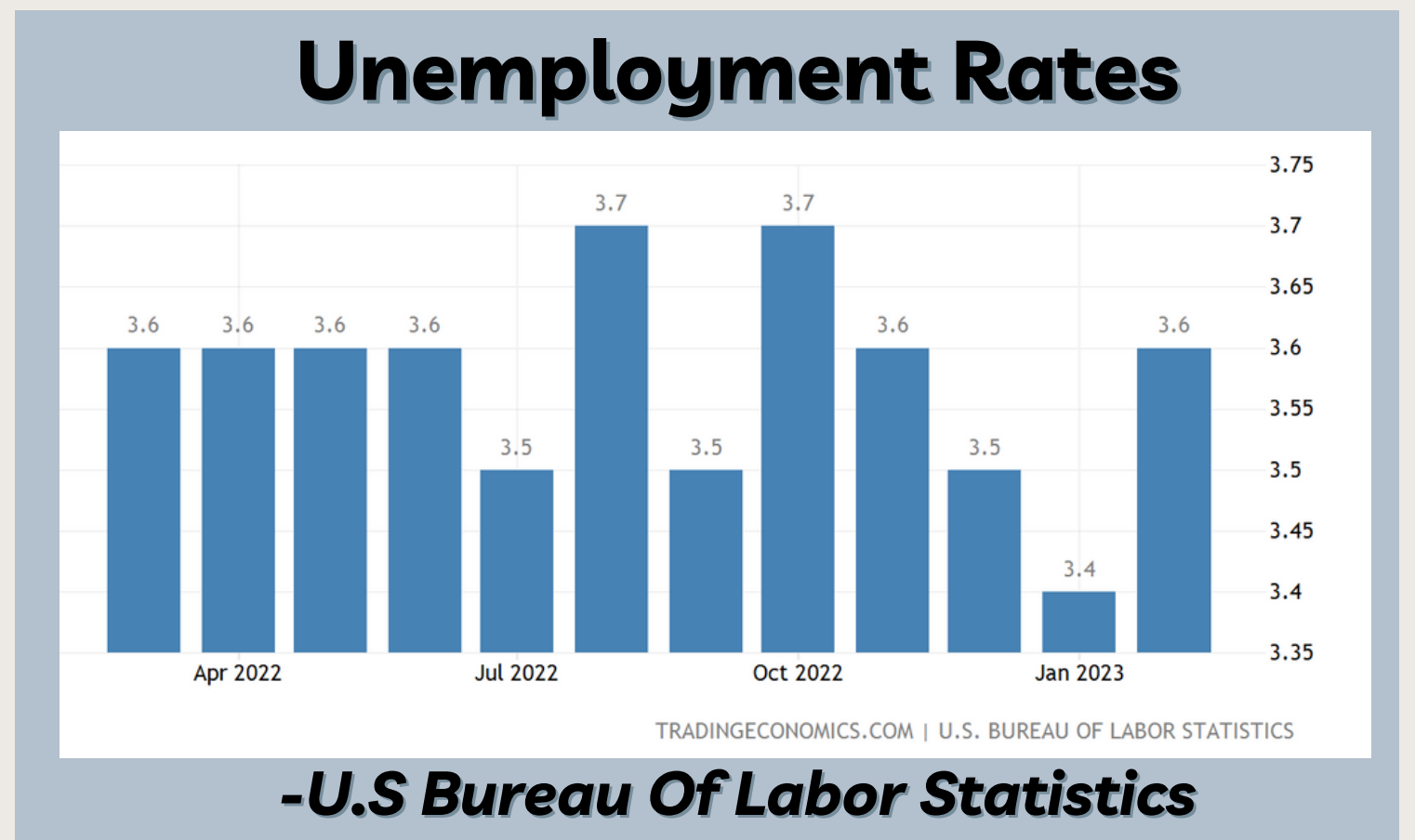
Currently, interest rates still remain high. Additionally, The Federal Reserve has projected interest rates to continue increasing until inflation is under **4%**. Currently, rates are at **5%**, and at the end of the year, rates could rise to around **5.25%**. High-interest rates are detrimental because businesses with existing loans can have higher interest payments and will see less demand for their goods and services. However, to combat this, Rekindle has a fixed rate line, so we locked in our rate before it got any higher. Additionally, we have several systems of customer retention put in place so demand for our customers will continue to increase.



External Environment



The unemployment rate represents the number of unemployed people in the labor force. With the unemployment rate being low, there is more money circulating throughout the economy because people are employed. Although the **unemployment rate in the US rose slightly by 0.2%** in February 2023, it is still near record lows. This is beneficial to us because if people are employed, it demonstrates that they have money to afford our culture boxes.



INDUSTRY ANALYSIS - REAL & VIRTUAL:

Real

Rekindle operates closest to the gift and novelty industry, where there is a high demand for goods. According to *firstreach.com*, this industry includes about **22,000 stores** with combined annual revenue of about **\$16 billion**. By 2026, this space is expected to accelerate at a CAGR (compound annual growth rate) of **3.4%**. Companies that also fall into this category and are currently leading it are American Greetings, Hallmark, Card Factory, and many more.



Card Factory



american greetings

Virtual

Transactions	99,606
Incoming	66,244
Incoming Volume (\$)	\$114,109,857
Average Sale (\$)	\$1,722
Outgoing	33,362
Outgoing Volume (\$)	\$116,070,985
Incoming Volume (\$)	\$114,109,857

There are over **7,000** VE worldwide, with over **\$525,000,000** in transactions. We are located in New York, with transactions amounting to **230,052**. Within the VE industries, Rekindle operates in the Novelty category. This market has flourished with a total of **99,606** transactions, an incoming volume of **\$114,109,857**, a total worldwide income of **\$64,000,000**, and an average sale of **\$1,722**. Within the VE firms located in the USA, there are approximately only **100** VE firms in the Novelty industry, proving that our competition is limited.



Marketing Plan



TARGET MARKET

All businesses need to know who their potential customers are. When determining this, we needed people who were willing and able to purchase our products. Through the identification of our target market, we can determine the marketing strategies necessary to make Rekindle a successful company.

Demographic



We will be targeting middle school students ages 11-13 and high school students ages 14-18 that participate in the Virtual Enterprise and JV Virtual Enterprise program, these demographics fit under the same generation that being **Generation Z**. Additionally, we will market to adults associated with the **VE program** that attend trade shows and can spend **virtual currency**.

Geographic



Domestically we are primarily targeting **NY, Florida, and California** as these states contain the most VE firms, amounting to a total of **550** firms. Not only that but these states contain the most immigrant population. According to *migrationpolicy.org*, in 2021, Florida had 4.6 million, New York, 4.4 million, and California, 10.5 million immigrants. We are also targeting countries internationally such as **Germany, Brazil, and Belgium** as they also contain a high number of VE firms and have implemented national programs that expand cultural exploration, such as Germany's "Culture Pass Program"

Psychographic



We target people interested in **reconnecting with their own culture** as well as those interested in learning about new cultures in an **accessible, hands-on way**. Through our boxes, we hope to educate our customers and enable them explore their culture in a new light.

Socio-Economic Factors



Generation Z has proven to be the most desirable target market as they wield a disposable income of **\$360 billion** according to *influencemarketinghub.com*. Additionally, they have proven to be the most **racially and ethnically diverse generation**, states *npr.org*, and have also shown signs of interest in learning about other cultures as **social media trends** advertising cultural exploration begin to skyrocket.



MARKETING MIX

Product

Here at Rekindle, we will **satisfy your cultural needs**. We offer care packages containing a variety of culturally significant items that are imported from all around the world! Rekindle packages include **items such as clothing, jewelry, musical instruments, snacks, and much more!** We offer 3 different sizes: Pathfinder (S), Voyager (M), and Expedition (L), in which the items get updated frequently. We also offer our **Monthly Pick Boxes** to highlight different cultural holidays or events such as the Dia de los Muertos, Hanukkah, Kwanzaa, Lunar New Year, and more.

The selection of items and snacks that go into our care packages are **thoroughly vetted** by experts in that culture. Our team was divided into geographical regions closely associated with their cultures and asked to research the items, clothing, food, and traditions that make up that culture. With this information, we then create our culture packages and provide the **highest level of authenticity** for our customers. Our vetting process is significant as it ensures the products in our culture boxes accurately reflect the traditions and customs of the culture. Through our vetting process, our clients will be guaranteed a piece of mind, that their culture boxes will be **100% authentic** from the country they chose. Rekindle customers aren't simply purchasing a box, but rather an experience and a doorway to knowledge, a way to **bring home a little closer to them**.



Regular Rekindle Box



Monthly Pick Box: Lunar New Year



Non-perishable snacks & drinks, Home Decor, Novelty Items, Recipes, Stickers, Flags

Pathfinder
\$420



Books, Activities/Games, Fashion accessories/Jewelry, Spices, Pictures/Postcards, Currency (PLUS PATHFINDER)

Voyager
\$540



Collectibles, Musical Instruments, Fragrances, Skin & Body Care, Clothing (PLUS PATHFINDER & VOYAGER)

Expedition
\$700





MARKETING MIX

Pricing

A pricing strategy is one of the key components of every company. Due to our high quality, and authenticity, we will be using a premium pricing strategy. Our products range from **\$420** to **\$700**. Utilizing a **premium pricing strategy** allows for the following: higher profit margins enhancing the value of the company and confirming the authenticity of our products. While the prices of our products may seem high, the fact that we have broken even before projections and have succeeded as a business with over \$1.8 million dollars in sales proves that our target market is willing to support Rekindle at this price point.



Non-perishable snacks & drinks, Home Decor, Novelty Items, Recipes, Stickers, Flags

Pathfinder
\$420



Books, Activities/Games, Fashion accessories/Jewelry, Spices, Pictures/Postcards, Currency (PLUS PATHFINDER)

Voyager
\$540

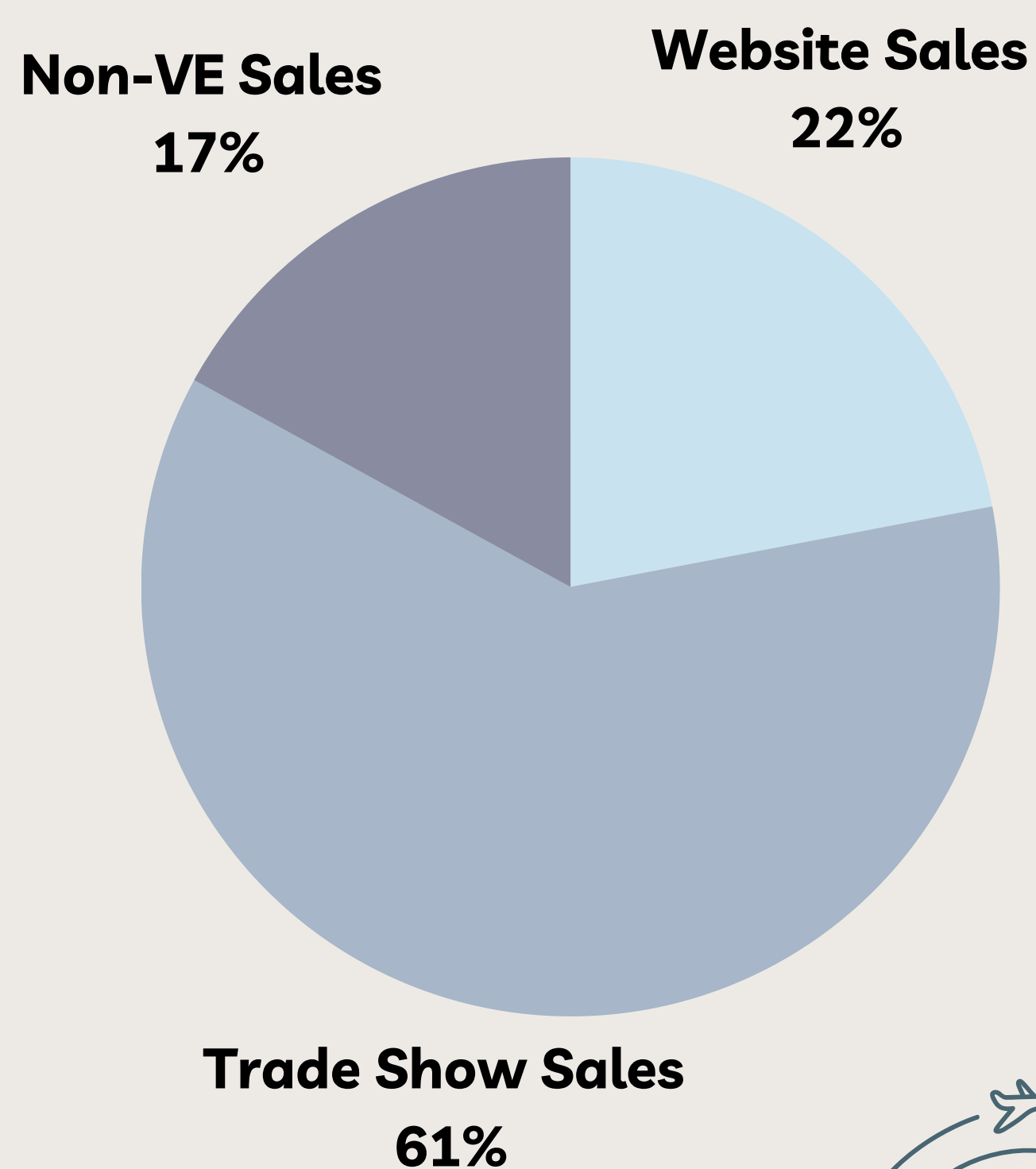


Collectibles, Musical Instruments, Fragrances, Skin & Body Care, Clothing (PLUS PATHFINDER & VOYAGER)

Expedition
\$700

Placement

Rekindle will use a **direct distribution channel**, meaning purchases will be made directly from our website and delivered to our customers without any middlemen, such as retailers or wholesalers. Our strategy will enable us to build a better connection with our customers and allows us to be more responsive to customer feedback. We are projected to have **61%** of our sales from **trade shows**, and **22%** of our sales through our website. Lastly, the remaining **17%** will be **non-virtual sales**. With our placement strategy not only are we ensuring accessibility for our customers but we are building a stronger bond with them enabling us to be able to understand and fulfill their needs.

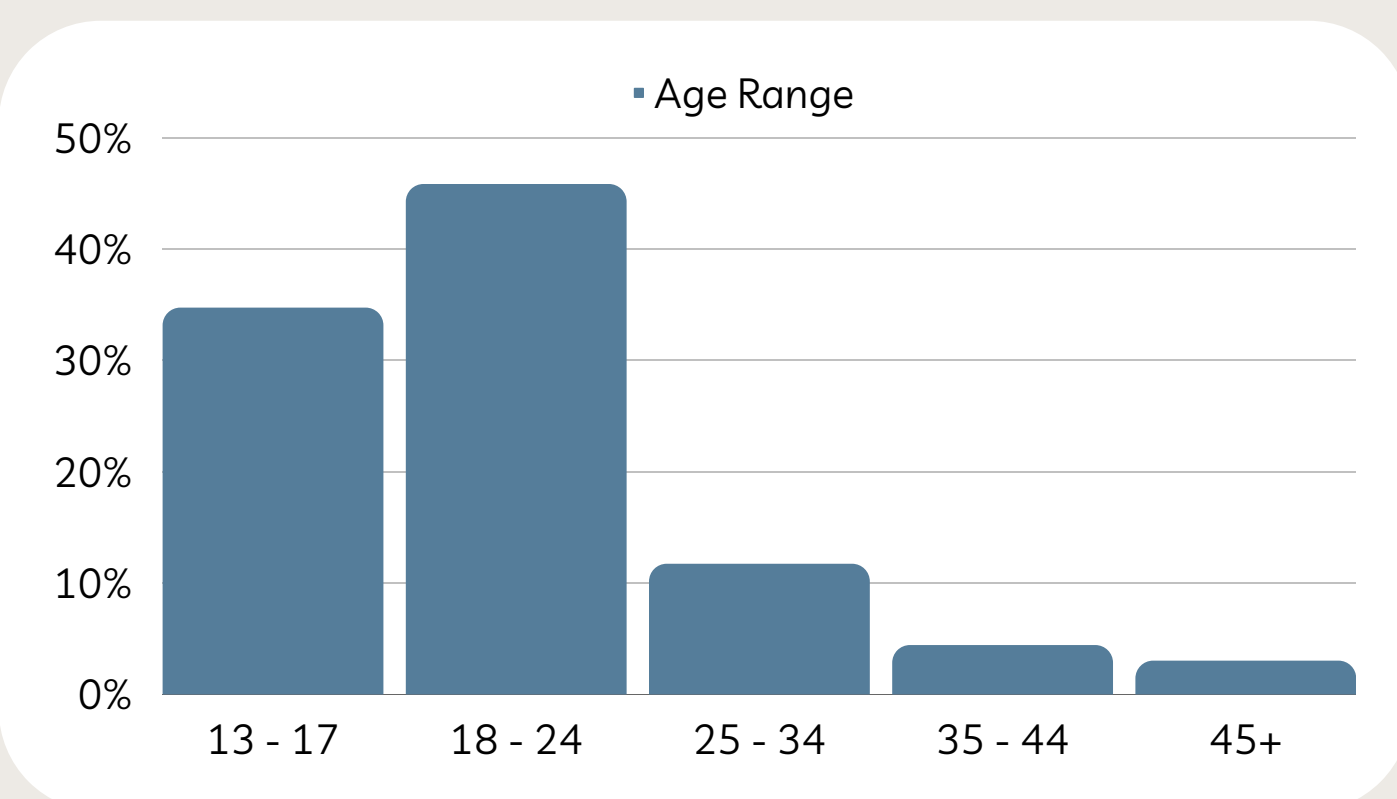
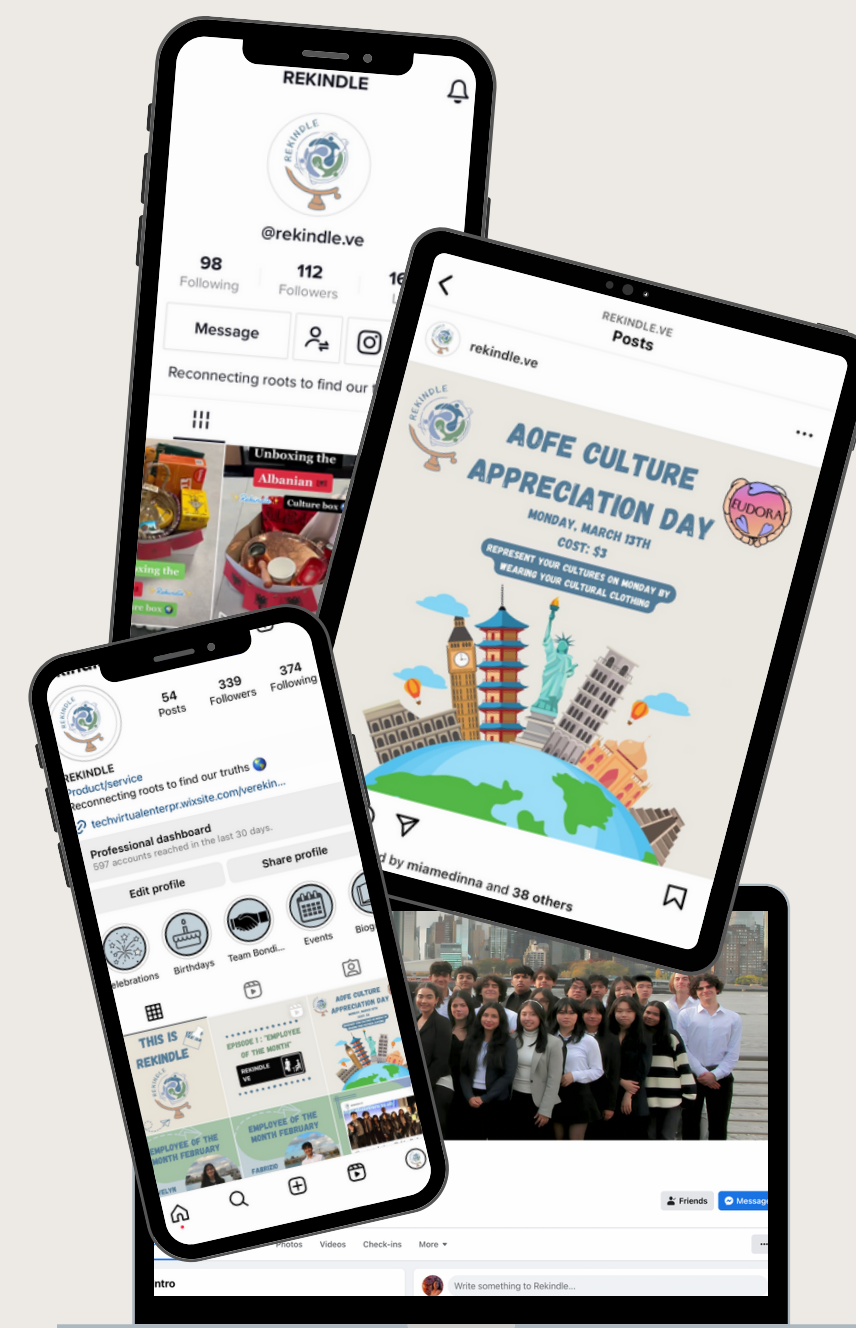




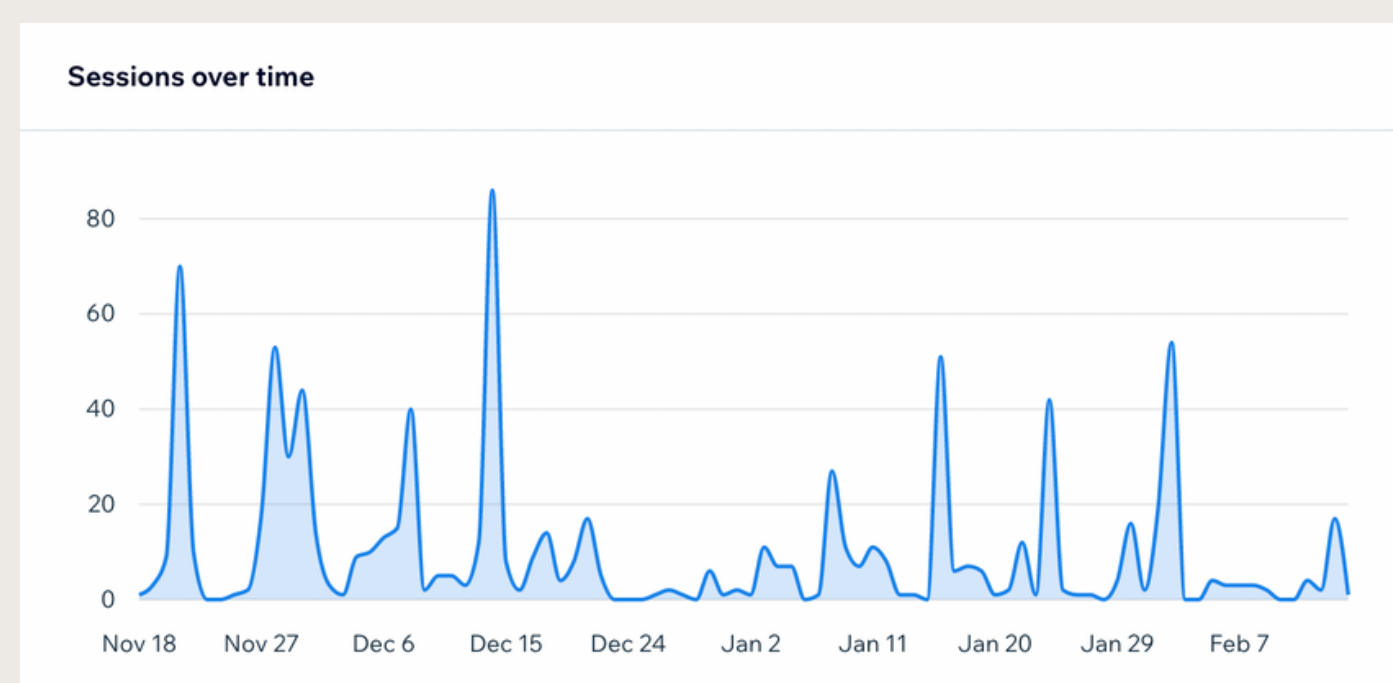
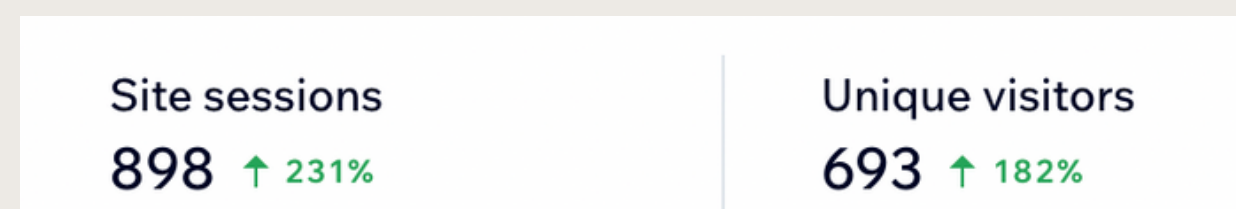
MARKETING MIX

Promotion

Like every business, we need a functional promotion strategy in order to reach our target market. Our social media department is in charge of posting, generating highlights and stories, utilizing hashtags that increase our connection with new customers, and informing our current customers of our products. As a business account, we have the choice to analyze interactions, track profile visits, and analyze our insights to determine the success of our social media strategies. We have budgeted \$60,000 for promotion, this includes the use of social media platforms such as **Instagram, TikTok, and Facebook**, as well as attending and hosting live trade show events. Such large investment in social media results in our success in trade shows, as well as contracting with **advertising VE firms**, to promote Rekindle even further. The result of this allows us to have a **customer acquisition cost of \$57**, which is **below** the national VE average of \$105, according to the VE insights page.



Our Instagram Followers' Ages



898 website sessions as of Feb. 16

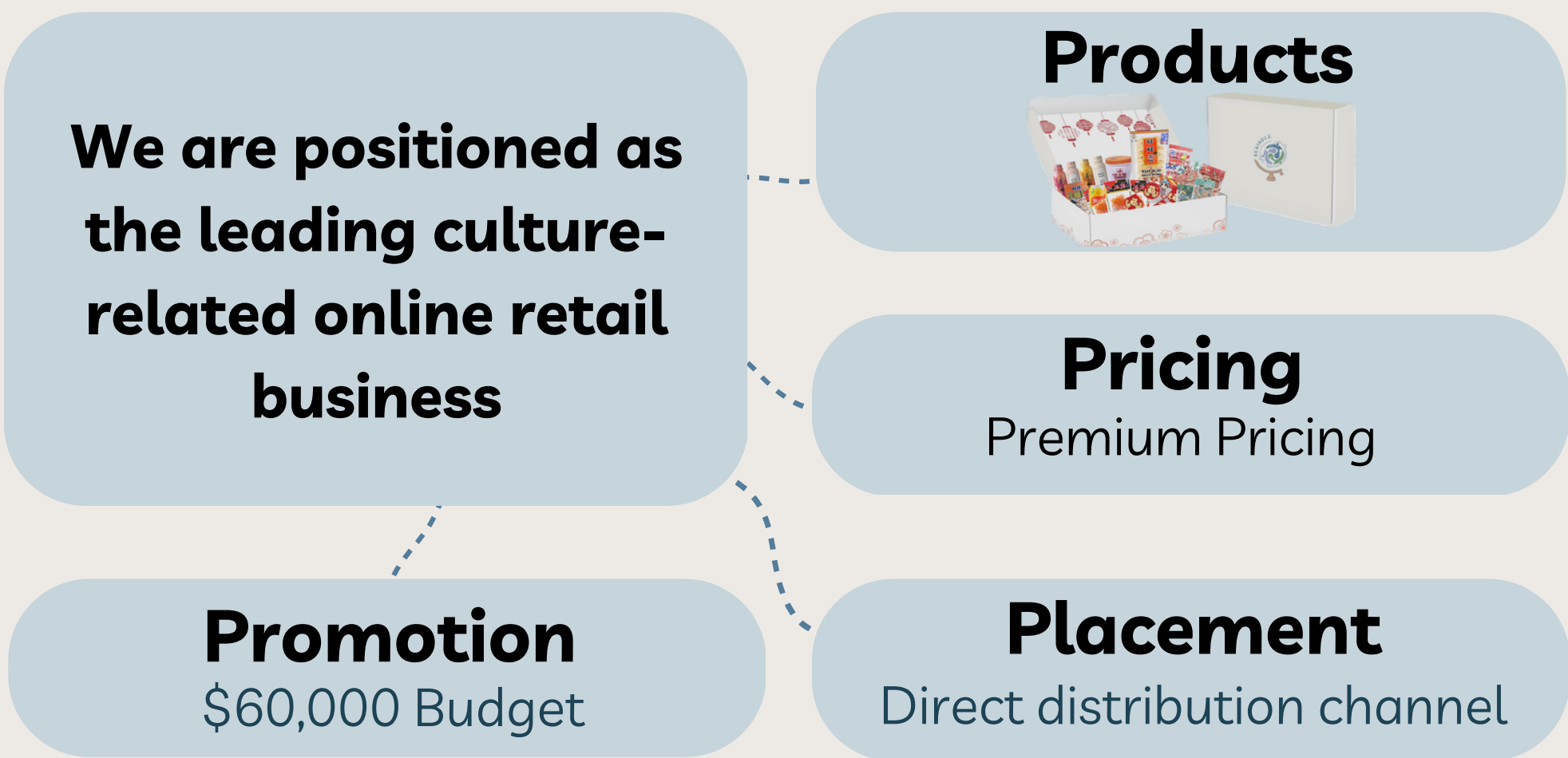
We can assure our marketing strategy is working through our **social media and website analytics**. Over the course of five months, Rekindle has gained over **335** Instagram followers, and **125** followers on TikTok; our primary social media accounts. On Instagram, we are able to view our professional dashboard, which tells us what demographic our followers consist of. Clearly, our marketing strategies are effective as **87%** of our social media followers reside in the United States, and **71.5%** of our audience is aged 13-24, primarily Gen Z. Additionally, in regards to our website, beginning October 3rd, Rekindle's website's total viewers have come to an amount of **2,603**. This has led to a total of **258 transactions**, with our average sale on the website being **\$851**. We can assure that we continue to turn our social media and website followers into business by offering them special discounts and promo codes.





Positioning

Competition is something that is inevitable but how we position ourselves in the **marketplace** is significant. We are positioned as a **leading culture-related** online retail business in the VE market. Using our authentic products combined with our **premium pricing, promotional plan, and direct distribution strategy**, our customers will think of us as soon as they feel the need to open the



door to cultural reconnection and exploration. What truly sets Rekindle apart from our competition is the diversity of authentic products in our boxes that are imported directly from the customer's country. Overall, our marketing mix influences how we are positioned in the VE marketplace by allowing us to **accurately reach our target market.** Our ability to provide only the **highest quality and authentic products** as well as our direct distribution channel to frequently **communicate with our customers** helps us to continue to flourish.

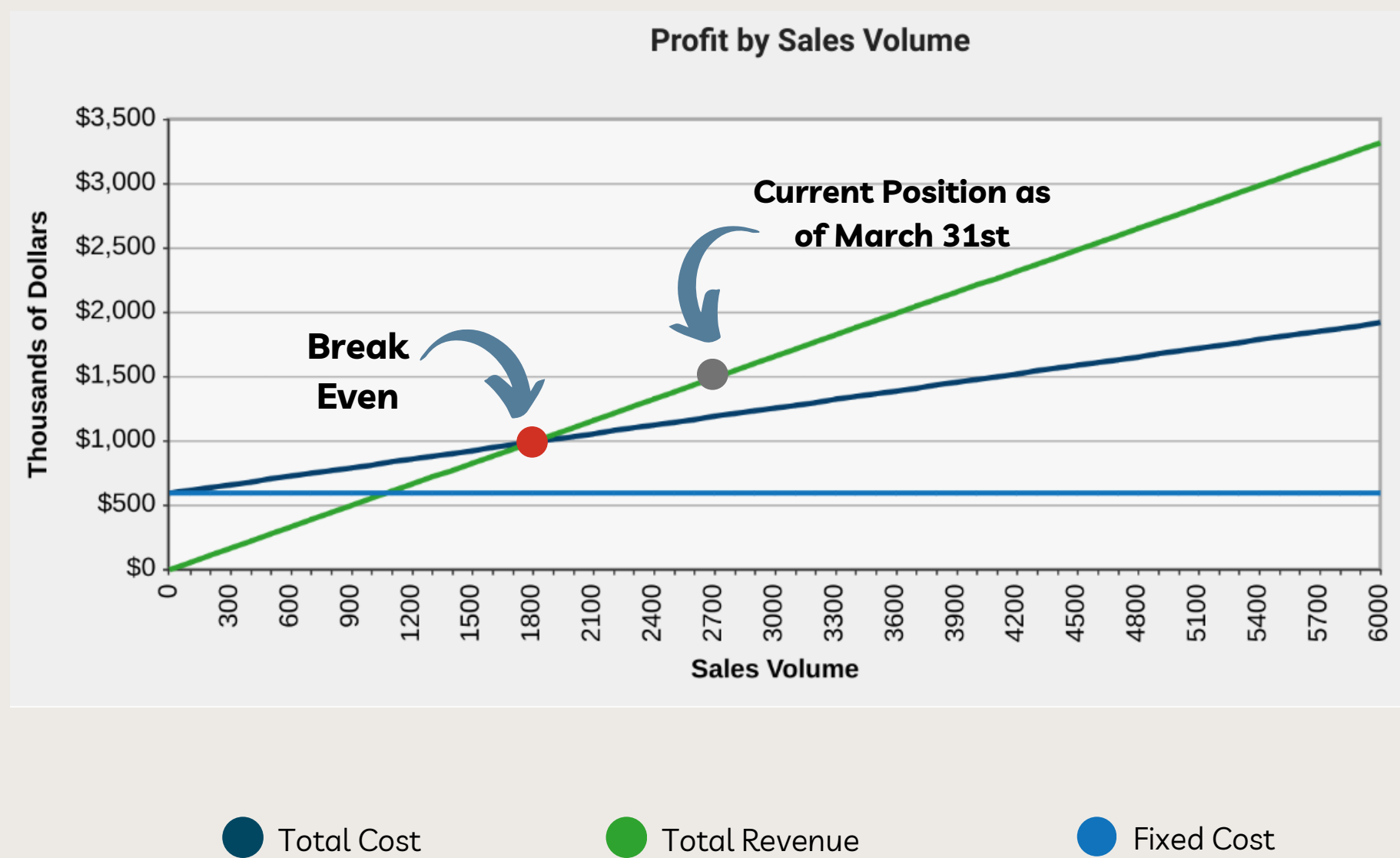
BUSINESS RISKS

RISK TYPE	PROBLEM	SOLUTION
Customers being injured or sick from our products 	Since our product contains food items, they may contain ingredients that could result in possible allergic reactions. This can put a customer at risk.	We maintain the highest standard of quality control and all of our products have clear instructions. For example, for food packages, each item is clearly marked to make customers aware of potential food allergies.
Data breaches in the bank 	Customer credit card and bank account information may be put at risk through data breaches on our website.	We rely on VE to ensure that every student account is safe through the VE hub. This includes credit card information, trade shows, website sales, and overall access to anything VE related. This is maintained by every student having their own VE username, password, and ID verification.

Financial Planning



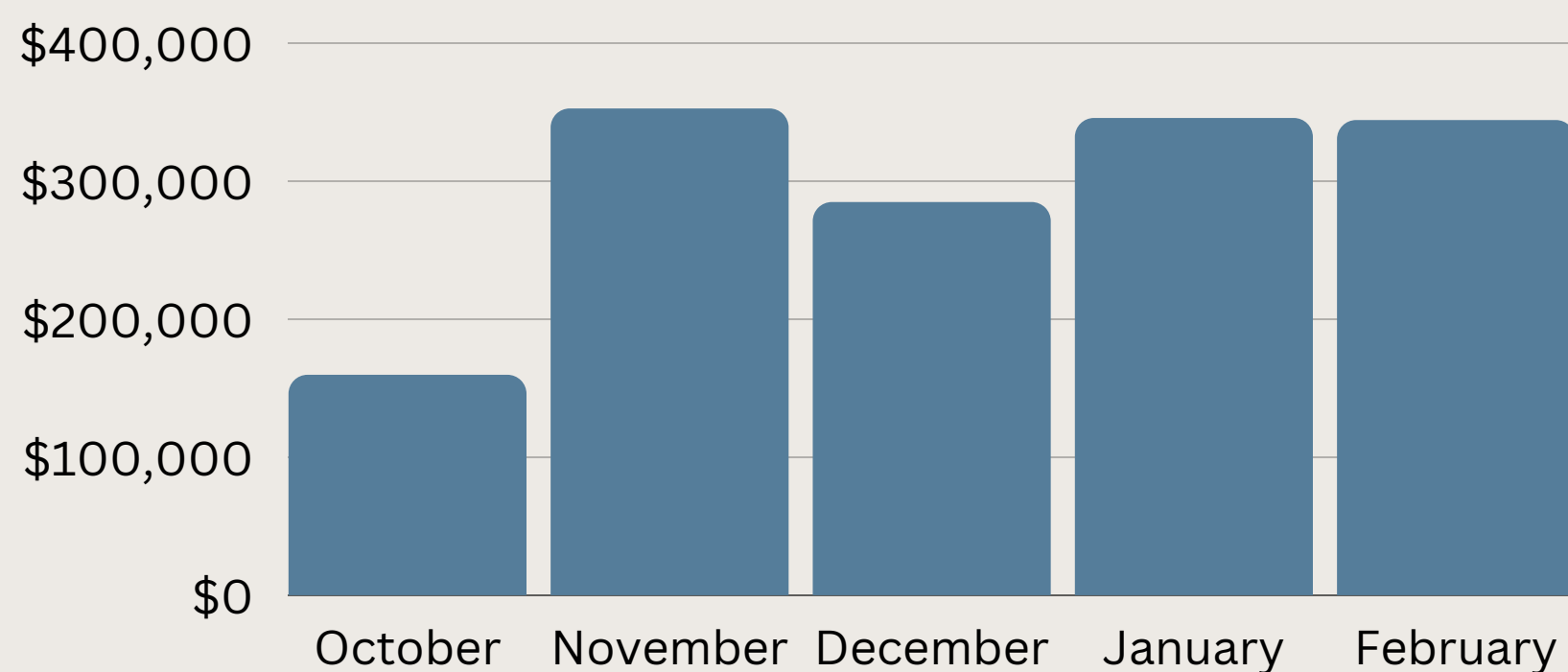
BREAK-EVEN ANALYSIS



Average selling price	\$553
Average cost of goods sold	\$221
Gross profit margin	60%
Annual Fixed Cost	\$594,854
Total units sold as of March 31, 2023	2,694 units

All businesses need a break-even analysis to aid them to reach profitability. Our break-even analysis depicts the number of boxes needed to be sold in order to cover our total fixed costs and begin making a profit. Based on our **average sales price of \$553**, the **cost of goods sold at \$221**, and **fixed expenses of \$594,854**, we projected to break even at **1,792** packages, which is equivalent to **\$991,423** in sales by April 2023. However, we achieved this goal **two months early** on February 3rd, 2023. As of March 31st, we have sold over **2,694 units**, proving that Rekindle is a wonderful investment opportunity.

STOCKHOLDER'S EQUITY



Stockholder's equity is the remaining assets after liabilities have been paid off. A higher stockholder's equity demonstrates that a company is financing its operations using its equity rather than relying on debt financing. In addition, it also provides more flexibility to when experiencing losses or in the event of an economic recession. As of February 28, 2023, Rekindle's stockholder's equity has **doubled since the start of the fiscal year!** Our growing stockholder's equity exemplifies Rekindle's financial viability.

Financial Planning



BALANCE SHEET

Rekindle Balance Sheet As of 2/28/2023			
Assets		Liabilities and Stockholders' Equity	
Current Assets		Current Liabilities	
Cash	\$447,314	Accounts payable*	\$7,506
Accounts Receivable	0	Sales tax payable	\$1,737
Merchandise Inventory	0	Salaries payable	0
Supplies	\$500	Payroll tax payable	0
Total current assets	\$447,814	Shipping payable	0
Fixed assets		Total Current Liabilities	
Computers	\$20,400	Long Term Liabilities	
Less: accumulated depreciation**	\$1,700	Loan payable***	\$139,719
Furniture and Fixtures	\$22,980	Total Liabilities	\$148,962
Less: accumulated depreciation	\$1,915	Stockholder Equity	
Office equipment	\$5,950	Common Stock	\$170,000
Less: accumulated depreciation	\$495	Additional paid-in-capital	0
Total fixed assets	\$45,220	In excess of par value	0
Total assets	\$493,034	Retained earnings	\$174,072
		Total Stockholders' Equity	\$344,072
		Total Liabilities and Stockholders' Equity	\$493,034

Footnotes:

Current ratio is 48.4

Used 5-year straight-line depreciation for all fixed assets

Our understanding of our assets and liabilities in relation to one another depends on our balance sheet. It also lets us quickly summarize our business's current assets and liabilities. According to our February 28, 2023 balance sheet, our **total assets are \$493,034** and our **total liabilities are \$148,962**. Currently, our most significant asset is **cash which is \$447,314**. Our largest liability is our outstanding **loan balance which is \$139,719**. We took out a \$150,000 loan for five years at a fixed rate of 8.25%. We also received \$170,000 from investors in exchange for common stock. Some of our plans to use our cash effectively are to purchase more inventory, spend more money on marketing, and set aside enough cash to cover expenses for two months as a safety net.





SUMMARY PROJECTED PROFIT & LOSS STATEMENT:

Rekindle Profit and Loss Statement For the month Ending 4/30/2023

Sales Revenue		Percentage of Sales
Trade Fair Revenue	\$1,114,000	61%
Non-VE Sales	\$306,000	17%
Website Sales	\$409,000	22%
Total sales revenues	\$1,829,000	100%
Cost of goods sold or services provided	\$731,600	40%
Gross profit	\$1,097,400	60%
Gross profit margin	60%	
Operating expenses		
Salaries	\$403,334	22%
Rent	\$40,264	2%
Depreciation	\$5,754	0.30%
Payroll tax	\$30,855	2%
Advertising*	\$60,160	3%
Insurance***	\$13,265	0.70%
Shipping	\$26,400	1%
Interest	\$6,922	0.40%
Supplies	\$3,500	0.20%
Utilities	\$4,400	0.20%
Total operating expenses	\$594,854	32%
Net income before taxes	\$502,546	28%
Corporate income tax**	\$105,534	5.8%
Net income after taxes	\$397,011	22%

*Represents cost of advertising with Nuapps & Matariki Media

**21% Corporate Business Tax

***Insurance policies with Guardian Insurance

Includes: General Liability & Commercial Property, Workers Compensation, and Disability)

For all startups, it is important to keep track of our income and expenses. We have constructed our projected income statement for the fiscal year ending April 2023. Rekindle's income statement shows that we are **projecting sales of \$1.8 million**. A majority of our sales come from trade fairs (61%). Our **expenses come to a total of \$594,800**. The largest expense are our salaries, which make up 68% of our total expenses. After all expenses and taxes, we are projecting **a net profit of \$397,011**, making our net profit margin **22%**. We then conducted a vertical analysis which allowed us to understand how the money is being spent as a percentage of sales. Although our salaries expenses seem high, according to *smallbusinesschron.com*, the salary expense for start-ups should be between **15%-30%** of total revenue. Since our salaries are **22%**, it demonstrates that our resources are efficiently being used. As a startup company, we have placed ourselves in a successful financial position.

INCOME STATEMENT



Rekindle Projected vs. Actual Income Statement October 2022- April 2023

Description	Actual October	Actual November	Actual December	Actual January	Actual February	Projected March	Projected April	Actual Totals	Projected Totals
Sales revenues									
Trade Show Sales	\$0	\$208,099	\$44,096	\$160,515	\$41,145	\$235,000	\$289,000	\$453,855	\$1,114,000
Website Sales	\$0	\$77,940	\$51,280	\$90,431	\$61,297	\$66,000	\$74,000	\$280,948	\$306,000
Contractual Non-VE Sales	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$409,000
Total sales revenues	\$350,000	\$286,039	\$95,376	\$250,945	\$102,442	\$301,000	\$363,000	\$1,084,802	\$1,829,000
Cost of goods sold	\$140,000	\$114,416	\$38,467	\$101,379	\$41,957	\$120,400	\$145,200	\$436,219	\$731,600
Gross profit	\$210,000	\$171,623	\$56,909	\$149,566	\$60,485	\$180,600	\$217,800	\$648,583	\$1,097,400
Gross profit margin	60%	60%	60%	60%	60%	60%	60%	60%	60%
Operating expenses									
Salaries	\$31,458	\$62,916	\$61,792	\$61,792	\$62,230	\$61,792	\$61,792	\$280,188	\$403,334
Rent	\$10,066	\$5,033	\$5,033	\$5,033	\$5,033	\$5,033	\$5,033	\$30,198	\$40,264
Depreciation	\$822	\$822	\$822	\$822	\$822	\$822	\$822	\$4,110	\$5,754
Payroll tax	\$2,407	\$4,813	\$4,727	\$4,727	\$4,761	\$4,727	\$4,727	\$21,435	\$30,855
Advertising*	\$7,300	\$8,500	\$8,500	\$8,500	\$10,360	\$8,500	\$8,500	\$43,160	\$60,160
Insurance	\$1,895	\$1,895	\$1,895	\$1,895	\$1,895	\$1,895	\$1,895	\$9,475	\$13,265
Shipping	\$4,350	\$3,675	\$3,675	\$3,675	\$3,675	\$3,675	\$3,675	\$19,050	\$26,400
Interest**	\$1,031	\$1,017	\$0	\$1,992	\$975	\$961	\$946	\$5,015	\$6,922
Supplies	\$500	\$500	\$0	\$500	\$500	\$500	\$500	\$2,000	\$3,500
Utilities	\$1,100	\$550	\$550	\$550	\$550	\$550	\$550	\$3,300	\$4,400
Total operating expenses	\$60,929	\$89,721	\$86,994	\$89,486	\$90,801	\$88,455	\$88,440	\$417,931	\$594,854
Net income before taxes	\$149,071	\$81,902	-\$30,085	\$60,080	-\$30,316	\$92,145	\$129,360	\$230,652	\$502,546
Corporate income tax***	\$31,305	\$17,199	\$0	\$12,617	\$0	\$19,350	\$27,166	\$48,437	\$105,534
Net income after taxes	\$117,766	\$64,703	-\$30,085	\$47,463	-\$30,316	\$72,795	\$102,194	\$182,215	\$397,011

*Represents cost of advertising with Nuapps & Matariki Media

**21% Corporate Business Tax

***Insurance policies with Guardian Insurance

(Includes: General Liability & Commercial Property, Workers Compensation, and Disability)

Our income statement allows us the analyze to make professional decisions with our expenses and marketing strategies in order to maximize revenue by analyzing the trends in every month of the fiscal year. As displayed in the statement above, in all months except December and February, we were able to come out with a **significant amount of net income**. We fell short in December and February, due to unforeseen events that we hadn't predicted at the beginning of our fiscal year. These events include a lack of in-person trade shows, a decrease in VE economic activity due to VE competition deadlines, and firm closures. According to the VE market insights, VE sales decreased by 6% from November to December. In February, sales decreased by **34%** compared to January. As of February, a majority of our sales come from trade shows with a total of **\$453,855**. Our largest expenses has been **salaries** with our second largest expense being **advertising**. As a result of the VE economy slowing down, we increased our advertising expenses by **18%** from January to February to find new and improved marketing strategies and increase customer retention.

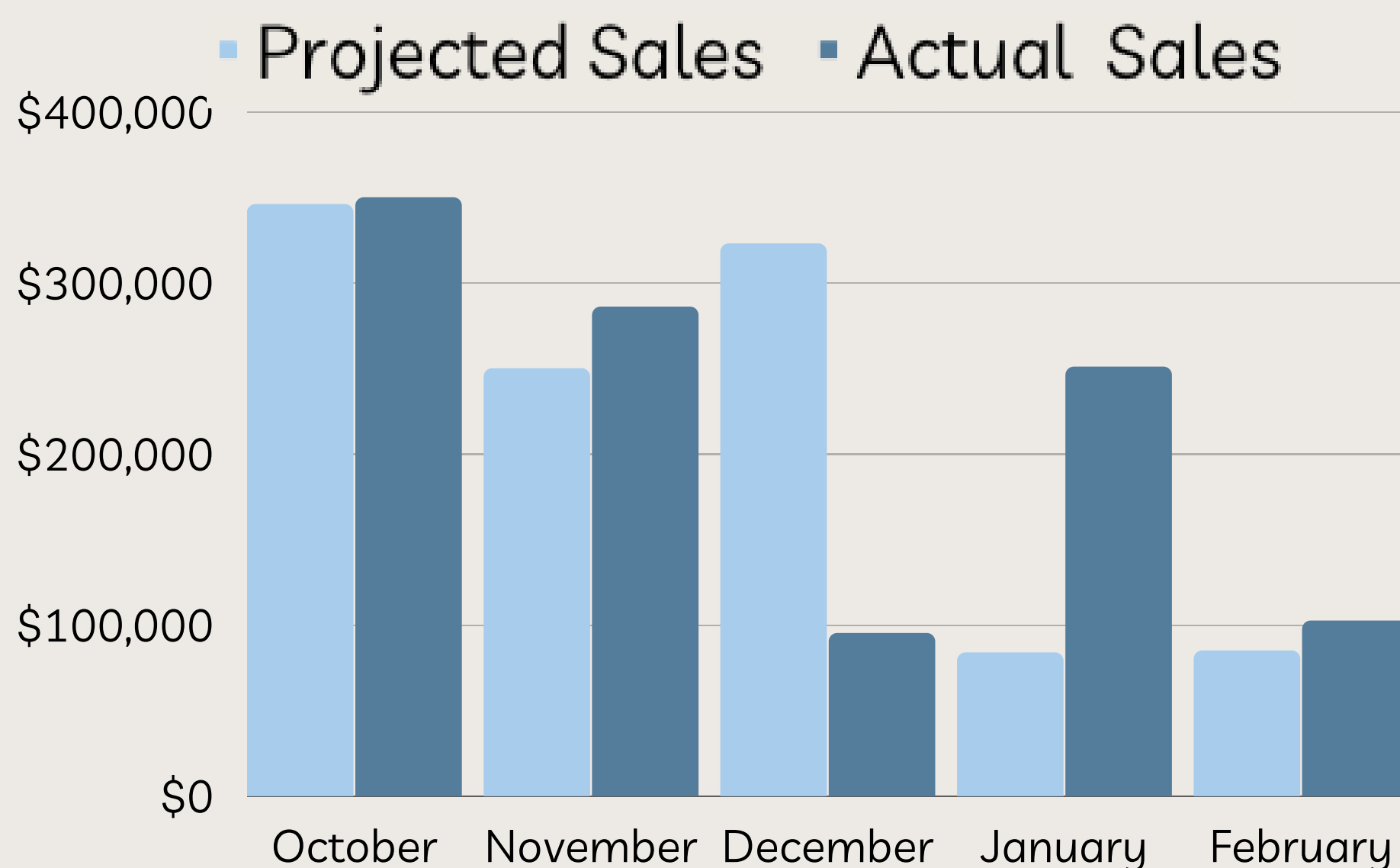


PROJECTED V. ACTUAL SALES

Rekindle Sales Projections Summary October 2022- April 2023

Description	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected
	October	November	December	January	February	March	April	Totals
Sales revenues								
Trade Show Sales	\$0	\$208,099	\$44,096	\$160,515	\$41,145	\$235,000	\$330,000	\$1,103,000
Website Sales	\$0	\$77,940	\$51,280	\$90,431	\$61,297	\$76,000	\$100,000	\$420,000
Contractual Non-VE Sales	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$306,000
Total sales revenues	\$350,000	\$286,039	\$95,376	\$250,945	\$102,442	\$311,000	\$430,000	\$1,829,000

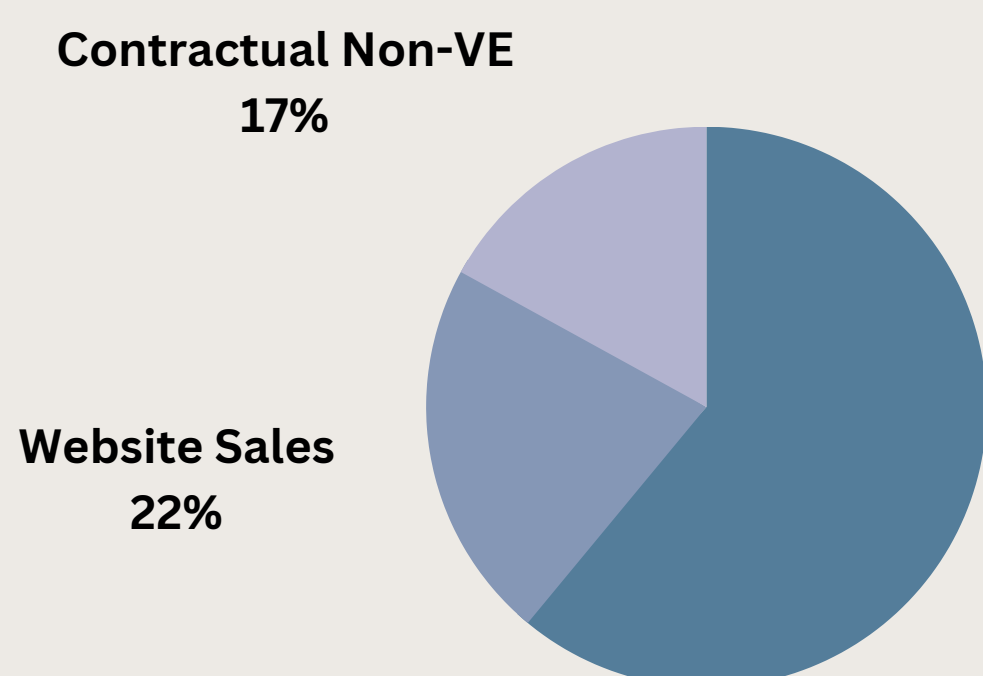
As displayed on our chart, Rekindle has successfully exceeded our projections for our first two months. We had projected **\$346,000** and **\$250,000** for **October and November**, respectively. These expectations were surpassed during both months. Specifically, we exceeded projections by **1.2%** in October and **14.4%** in November. In December, we projected \$323,000. However, we fell short of projections by \$227,624. In January, we projected **\$84,000** and we exceeded projections by **\$227,624**.



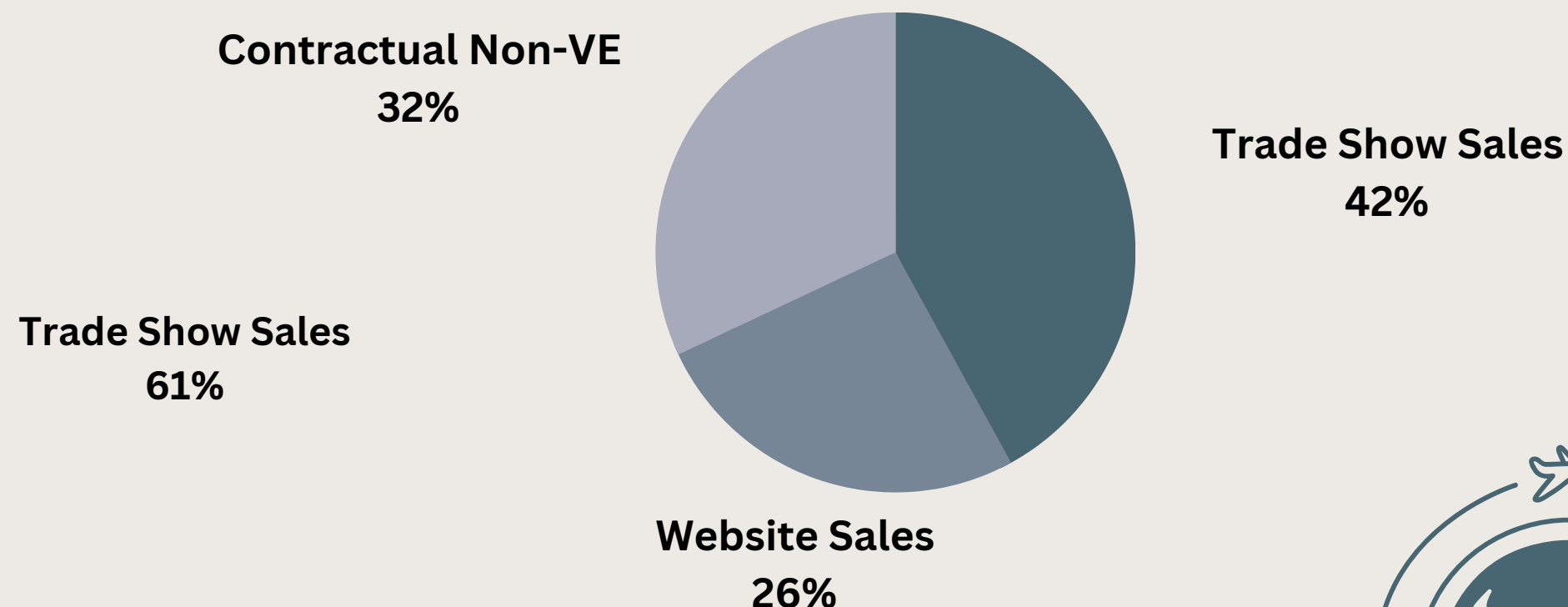
Lastly, in February we projected **\$85,000** and ended with **\$102,442** in actual sales. This was with the help of trade shows and our **structured marketing plan**, which included launching our website and **social media campaigns** as well as partnering with advertising VE firms, such as Matariki Media and NUapps, to help promote Rekindle. Due to our recent trends, we are projecting far more in sales in March and April due to trade show opportunities and engagement on our website.

PROJECTED VS ACTUALS SALES BREAKDOWN

APRIL PROJECTED



FEB. ACTUALS



Appendix



Bank Balance as of February 28, 2023

Account:	Rekindle (Budget Checking) - 631025715	Download account details (Excel)		
Period:	from 02/28/2022 until 02/28/2023 <input type="button" value="Show"/>			
Date	Name/Description/Acct#	Ref#	Amount	Balance
Feb. 28, 2023	Anthony Davis (US011213), New York, NY VE Checkout transaction #774321 02/28/2023 10:29 AM CT Acct #631093788	6721333	\$457.28	\$447,313.59

\$447,313.59



Appendix



March 21, 2023

VE Central Office
122 Amsterdam Avenue
New York, NY 10023

Dear Rekindle,

Please accept this letter of support as my intention to invest \$ 150,000 in Rekindle. 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 understand the number of shares awarded is based on a \$10 Par Value.

I affirm that on November 15, 2022, I engaged in the following with the above firm:

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.

Sincerely,

Paul Presti

Paul N. Presti
NY Metro Regional Director
Virtual Enterprise International
122 Amsterdam Avenue
New York, NY 10023

ANGEL INVESTOR



Appendix



Academy of Finance and Enterprise
30-20 Thompspon Ave
Long Island City, NY 11101
Tel No. (718) 389-3749

The sales agreement dated on March 30th 2023 is between Rekindle, located at 30-20 Thompson Ave Long Island City, NY and Ms. Morones, located at the Academy of Finance and Enterprise

Sales of Goods

Rekindle agrees to sell a total of 379 products

Products	Price	Quantity	Total
Boxes that include authentic imported goods from any chosen country	\$700 for the Large Box \$540 for the Medium Box \$420 for the Samll Box	160 Small Boxes 125 Medium Boxes 94 Large Boxes	\$200,500
Total	N/A	379 Boxes	\$17,794.38

Total Contract Amount

Total= \$200,500 * .08875 = \$17,794.38

For this sale, Sales Tax will be included

Agreement: This document constitutes the entire agreement between both parties. Participants who acknowledge this agreement will ensure the binding of both parties and their respective successors or personal representatives.

Rekindle CEO
Rania Gaston

Rania Gaston

Rekindle COO
Heidi Haxhiu

Heidi Haxhiu

AOFE Teacher
Ms. Morones

J. Morones

NON-VE SALE



Appendix

LOAN AMORTIZATION TABLE



VIRTUAL ENTERPRISES INTERNATIONAL

Reference Files

Virtual Enterprises International
Loan Amortization Table

Loan Information		Summary	
Loan Amount (Principal)	150,000	Rate (per period)	0.6875%
Annual Interest Rate	8%	Number of Payments	60
Term of Loan in Years	5	Total of Payments	183,566.27
# of Payments per Year	12	Total Interest	33,566.26
Payment Type	1		
Monthly Payment	(\$3,059.44)		

No.	Principal	Interest for the Period	Total Balance Outstanding	Payment for the period	Principal Reduction	Revised Balance Outstanding
1	150,000	1031.25	151,031.25	3059.44	2028.19	147,971.81
2	147971.81	1017.31	148,989.12	3059.44	2042.13	145,929.68
3	145929.68	1003.27	146,932.95	3059.44	2056.17	143,873.51
4	143873.51	989.13	144,862.64	3059.44	2070.31	141,803.20
5	141803.20	974.90	142,778.10	3059.44	2084.54	139,718.66
6	139718.66	960.57	140,679.23	3059.44	2098.87	137,619.79
7	137619.79	946.14	138,565.93	3059.44	2113.30	135,506.49
8	135506.49	931.61	136,438.09	3059.44	2127.83	133,378.66
9	133378.66	916.98	134,295.64	3059.44	2142.46	131,236.20
10	131236.20	902.25	132,138.45	3059.44	2157.19	129,079.01
11	129079.01	887.42	129,966.43	3059.44	2172.02	126,906.99
12	126906.99	872.49	127,779.47	3059.44	2186.95	124,720.04
13	124720.04	857.45	125,577.49	3059.44	2201.99	122,518.05
14	122518.05	842.31	123,360.36	3059.44	2217.13	120,300.92
15	120300.92	827.07	121,127.99	3059.44	2232.37	118,068.55
16	118068.55	811.72	118,880.28	3059.44	2247.72	115,820.84
17	115820.84	796.27	116,617.11	3059.44	2263.17	113,557.67
18	113557.67	780.71	114,338.38	3059.44	2278.73	111,278.94
19	111278.94	765.04	112,043.98	3059.44	2294.40	108,984.54
20	108984.54	749.27	109,733.81	3059.44	2310.17	106,674.38
21	106674.38	733.39	107,407.76	3059.44	2326.05	104,348.32
22	104348.32	717.39	105,065.72	3059.44	2342.04	102,006.28
23	102006.28	701.29	102,707.57	3059.44	2358.14	99,648.14
24	99648.14	685.08	100,333.22	3059.44	2374.36	97,273.78
25	97273.78	668.76	97,942.54	3059.44	2390.68	94,883.10
26	94883.10	652.32	95,535.42	3059.44	2407.12	92,475.98
27	92475.98	635.77	93,111.76	3059.44	2423.67	90,052.32
28	90052.32	619.11	90,671.43	3059.44	2440.33	87,611.99
29	87611.99	602.33	88,214.32	3059.44	2457.11	85,154.88
30	85154.88	585.44	85,740.32	3059.44	2474.00	82,680.89
31	82680.89	568.43	83,249.32	3059.44	2491.01	80,189.88
32	80189.88	551.31	80,741.18	3059.44	2508.13	77,681.75
33	77681.75	534.06	78,215.81	3059.44	2525.38	75,156.37
34	75156.37	516.70	75,673.07	3059.44	2542.74	72,613.63
35	72613.63	499.22	73,112.85	3059.44	2560.22	70,053.41
36	70053.41	481.62	70,535.03	3059.44	2577.82	67,475.59
37	67475.59	463.89	67,939.49	3059.44	2595.54	64,880.05
38	64880.05	446.05	65,326.10	3059.44	2613.39	62,266.66
39	62266.66	428.08	62,694.75	3059.44	2631.35	59,635.31
40	59635.31	409.99	60,045.30	3059.44	2649.44	56,985.86
41	56985.86	391.78	57,377.64	3059.44	2667.66	54,318.20
42	54318.20	373.44	54,691.64	3059.44	2686.00	51,632.20
43	51632.20	354.97	51,987.18	3059.44	2704.47	48,927.74
44	48927.74	336.38	49,264.12	3059.44	2723.06	46,204.68
45	46204.68	317.66	46,522.34	3059.44	2741.78	43,462.90
46	43462.90	298.81	43,761.71	3059.44	2760.63	40,702.27
47	40702.27	279.83	40,982.10	3059.44	2779.61	37,922.66
48	37922.66	260.72	38,183.38	3059.44	2798.72	35,123.94
49	35123.94	241.48	35,365.42	3059.44	2817.96	32,305.98
50	32305.98	222.10	32,528.08	3059.44	2837.33	29,468.64
51	29468.64	202.60	29,671.24	3059.44	2856.84	26,611.80
52	26611.80	182.96	26,794.76	3059.44	2876.48	23,735.32
53	23735.32	163.18	23,898.50	3059.44	2896.26	20,839.06
54	20839.06	143.27	20,982.33	3059.44	2916.17	17,922.89
55	17922.89	123.22	18,046.11	3059.44	2936.22	14,986.68
56	14986.68	103.03	15,089.71	3059.44	2956.40	12,030.27
57	12030.27	82.71	12,112.98	3059.44	2976.73	9,053.54
58	9053.54	62.24	9,115.79	3059.44	2997.19	6,056.35
59	6056.35	41.64	6,097.99	3059.44	3017.80	3,038.55
60	3038.55	20.89	3,059.44	3059.44	3038.55	(0.00)
Totals		33,566.26		183,566.27	150,000.00	

Appendix



SOURCES SITED:

Business Rationale

1. "Gift, Novelty and Souvenir Stores Benchmarks." Retailowner.com, retailowner.com/Benchmarks/Other-Specialty-Retail-Stores/Gift-Novelty-and-Souvenir-Stores#.
2. "Industry Ratios (Benchmarking): Debt-To-Equity Ratio." Readyratios.com, 2018, www.readyratios.com/sec/ratio/financial-leverage/.
3. Batalova, Jeanne Batalova Nicole Ward and Jeanne. "Frequently Requested Statistics on Immigrants and Immigration in the United States." Migrationpolicy.org, 13 Mar. 2023, www.migrationpolicy.org/article/frequently-requested-statistics-immigrants-and-immigration-united-states#:~:text=This%20Spotlight%20offers%20information%20about.
4. Technavio. "Gifts Novelty and Souvenirs Market Size to Grow by USD 13.04 Bn, Offline to Be Largest Revenue-Generating Distribution Channel Segment - Technavio." [Www.prnewswire.com, www.prnewswire.com/news-releases/gifts-novelty-and-souvenirs-market-size-to-grow-by-usd-13-04-bn-offline-to-be-largest-revenue-generating-distribution-channel-segment---technavio-301672825.html](https://www.prnewswire.com/news-releases/gifts-novelty-and-souvenirs-market-size-to-grow-by-usd-13-04-bn-offline-to-be-largest-revenue-generating-distribution-channel-segment---technavio-301672825.html). Accessed 23 Mar. 2023.

External Conditions

1. Trading Economics. "US GDP Growth Revised down to 3.4% in Q3." Tradingeconomics.com, TRADING ECONOMICS, 2022, tradingeconomics.com/united-states/gdp-growth.
2. Trading Economics. "US Inflation Rate Rises above Forecasts in March." Trading Economics, Nov. 2022, tradingeconomics.com/united-states/inflation-cpi.
3. Trading economics. "United States Fed Funds Rate." Tradingeconomics.com, 2022, tradingeconomics.com/united-states/interest-rate.
4. Ferreira, Joana. "United States Unemployment Rate." Tradingeconomics.com, TRADING ECONOMICS, 2022, tradingeconomics.com/united-states/unemployment-rate.

Industry Conditions Real:

1. "Gift, Novelty & Souvenir Stores Industry Profile from First Research." [Www.firstresearch.com, www.firstresearch.com/industry-research/Gift-Novelty-and-Souvenir-Stores.html](https://www.firstresearch.com/industry-research/Gift-Novelty-and-Souvenir-Stores.html).
2. ReportLinker. "The Global Gifts Novelty and Souvenirs Market Is Expected to Grow by \$ 13.04 Bn during 2022-2026, Accelerating at a CAGR of 3.4% during the Forecast Period." GlobeNewswire News Room, 13 Sept. 2022, www.globenewswire.com/news-release/2022/09/13/2514788/0/en/The-Global-Gifts-Novelty-and-Souvenirs-Market-is-expected-to-grow-by-13-04-bn-during-2022-2026-accelerating-at-a-CAGR-of-3-4-during-the-forecast-period.html.
3. "Technavio Announces Top Five Vendors in the Global Gifts, Novelty, and Souvenirs Market from 2016 to 2020." [Www.businesswire.com, 13 June 2016, www.businesswire.com/news/home/20160613005479/en/Technavio-Announces-Top-Five-Vendors-in-the-Global-Gifts-Novelty-and-Souvenirs-Market-from-2016-to-2020](https://www.businesswire.com/news/home/20160613005479/en/Technavio-Announces-Top-Five-Vendors-in-the-Global-Gifts-Novelty-and-Souvenirs-Market-from-2016-to-2020).



Appendix



SOURCES SITED:

Industry Conditions Virtual:

1. Network Overview | Market Insights - Virtual Enterprises." Insights.veinternational.org, insights.veinternational.org/. Accessed 23 Mar. 2023.
2. "Categories Overview | Market Insights - Virtual Enterprises." Insights.veinternational.org, insights.veinternational.org/categories. Accessed 23 Mar. 2023.

Marketing Plan:

1. "Frequently Requested Statistics on Immigrants and Immigration in the United States." Migrationpolicy.org, 15 Mar. 2022, www.migrationpolicy.org/article/frequently-requested-statistics-immigrants-and-immigration-united-states#:~:text=Which%20U.S.%20states%20have%20the.
2. "European Countries Are Giving Teens Free Money for Culture." Time, 28 Nov. 2022, time.com/6236940/europe-germany-youth-culture-pass/.
3. Santora, Jacinda. "25 Mind Blowing Stats on Gen Z Spending Habits." Influencer Marketing Hub, 18 Nov. 2021, influencermarketinghub.com/gen-z-spending-habits-stats/.
4. "Generation Z Is The Most Racially And Ethnically Diverse Yet." Npr.org, 2019, www.npr.org/2018/11/15/668106376/generation-z-is-the-most-racially-and-ethnically-diverse-yet.
5. "#Culture." TikTok, www.tiktok.com/tag/culture?lang=en. Accessed 23 Mar. 2023.