



E2 VISA BUSINESS PLAN

**HOW TO WRITE A STRONG
IMMIGRATION BUSINESS PLAN
WITH THESE SECRETS & STRATEGIES**

TINA KALLIMANIS

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To all you future E2 visa holders.

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Introduction

It doesn't matter what business you're in; you need a plan. And if you want an E2 Investor's visa, you are required to submit a business plan.

It can be quite daunting to write a plan that's 40 or 50 pages long and time-consuming, mainly if you're never written one before.

A business plan is a roadmap for your business; it will help track your growth and the money you're spending and receiving. Most often, small businesses dive right in and skip this essential strategic business step.

That is also why the one-page business plans have become quite popular and what most fellow entrepreneurs suggest writing to help simplify and speed up the process.

A single page vs. 50 pages doesn't seem all that scary.

Many successful entrepreneurs suggest a one-pager. But if you examine that advice, it is not helpful for a new business or anyone applying for an E2 visa.

Years later, I wrote a detailed business plan for that same business as before. That 70-page (including appendix) business plan was for my E2 visa, which was successfully approved. If I can write a successful business plan, so can you.

A single page vs. 50 pages doesn't seem all that scary.

Many successful entrepreneurs suggest a one-pager. But if you examine that advice, it is not helpful for a new business or anyone applying for an E2 visa.

My first 'business plan' was a one-pager that my business coach at the time had me write. It was confusing. I didn't understand the details that made up each part of the plan and my business because the one-page plan was so vague. I was unclear about my new business, and in the end, it prevented me from starting.

Years later, I wrote a detailed business plan for that same business as before. That 70-page (including appendix) business plan was for my E2 visa, which was successfully approved. If I can write a successful business plan, so can you.

The E2 Business Plan Difference

Often business plans are written as internal company documents that skip some of the details only to refine them later on.

Some business plans are also created upon request by property owners and commercial management companies. They will view your plan to determine the viability and probably of success, and if the type of business matches the space's zoning laws before allowing you to sign the lease. Sometimes the plan is required to even view the rental space.

More detailed business plans are usually created to attract angel investors or to secure bank loans. Being investors ourselves, our business plan will resemble a detailed angel investor plan. But with a few differences like, instead of petitioning an angel investor for money, the E2 business plan is for the United States Citizenship and Immigration Services (USCIS) to review and approve our status to live and work in the US.

You'll be expected to prepare a well-defined and compelling business plan that also clearly outlines that your business fulfills the visa requirements. Furthermore, the plan will also serve as a significant part of your immigration petition/cover letter, as outlined in the template provided in the E2 Visa Blueprint.

If a business plan wasn't daunting enough, most avoid writing their E2 plan in fear that they will get it wrong and thus have their visa application denied.

According to the 2018 statistics for Nonimmigrant Visa Ineligibilities based on Grounds for Refusal Under the Immigration and Nationality Act, over 16,000 nonimmigrant visa applications were ineligible based on "misrepresentation" with almost 3,000 of those applicants being able to overcome the refusal.

Over 2.7 million nonimmigrant visa applications were ineligible because of "failure to establish entitlement to nonimmigrant status." In other words, they didn't qualify, and only 22,482 of those applications were overcome.

These factors will guarantee an ineligible application: falsely claiming citizenship to an E2 treaty country, abuse of a student visa, overstaying your allotted time in the US, or smuggling anyone illegally, money laundering, etc. I am assuming none of these apply to you.

The operation of your business is subjective; the USCIS isn't looking to refuse your application based on your marketing plan. Your focus is to create a clear plan showing your business meets the E2 visa requirements along with your E2 application, also meeting the requirements.

If the business plan or the application isn't clear, the standard response from the USCIS is that they will request to have more information. If your application is refused, you can correct anything that may have created a weak application and reapply, with the same business or even another one. I go through this in more detail in the E2 Visa Blueprint, where I breakdown and template the whole E2 application process.

Business Plan Services

To further ease any anxiety around writing a business plan, some E2 applicants have used writing services. Some immigration lawyers will offer to write your business plan for thousands of dollars extra.

However, it is your business, and you need to understand it inside and out. Not just for operational purposes, also for your visa interview. You will be asked questions about your business. They could be questions directly related to specific sections of your business plan. It will be much easier to remember details as the author than trying to memorize a 50-page document with someone else's words in a generic template.

If your investment is low, or you are creating a startup enterprise, you will need to rely on a detailed and robust business plan.

What You'll Find In This Book

A woodsman was once asked, "What would you do if you had just five minutes to chop down a tree?" He answered, "I would spend the first two and a half minutes sharpening my axe."

The first part of the book is all about the 'sharpening of the axe.' In this case, sharpening your planning skills in various aspects of a business. Go beyond the business plan with strategies and psychology that gives a new perspective on planning for business success.

Sitting down to write something that's over 20 pages isn't easy. Part two is about planning your mind and space to accommodate a healthy writing environment. It also gets into the mechanics of a business plan by breaking down each section. And explains where to include the visa requirements in your plan.

Part three is where you put it all together. Part three shows what an E2 business plan looks like for a fake coffee shop business. You can use this plan as a guide to help write yours. However, you cannot take this plan word-for-word to use for yourself if you were planning to open a coffee shop. All the financials in the business plan example in chapter 13 are all made up; using them could raise questions you don't want by the US Consular.

After going through this process myself, I offer my support and knowledge to you, the future E2 visa applicant who wants a piece of the American Dream.

PART 1: PLAN FOR SUCCESS

Chapter 1: THE BILLIONAIRE'S CLUB

We think an average of 60,000 to 80,000 thoughts a day; so if you are going to think, choose to THINK BIG. – Tina Kallimanis

A couple's frustration over the lack of good home renovation information online lead to the creation of the billion-dollar company, Houzz. (*Adi Tatarko and Alon Cohen, Israel*)

A boyfriend's frustration over the taxi service every time he wanted to see his girlfriend lead to the creation of Uber. A company now listed on the NY stock exchange with over 10,000 US-based jobs. (*Garrett Camp, Canada*)

Not liking the "too sugary, watery and artificial" American yogurt, Chobani created its Greek yogurt. And now dominates the market with over \$1 billion annual sales. (*Hamdi "the yogurt king" Ulukaya, Turkey*)

According to a recent [study](#) by the National Foundation for American Policy, 55% of America's startup companies valued at \$1 billion or more were started by immigrants.

Google's founder Sergey Brin was born in Russian.

Tesla Motors' founder Elon Musk is native to South Africa.

WhatsApp's founder Jan Koum is Ukranian.

Ebay's founder Pierre Omidyar is French-born from Iranian immigrants.

These are only four out of 42 of the richest immigrant entrepreneurs in America featured in Forbes magazine.

These immigrants became naturalized US citizens. Yet, there are also many non-US citizen billionaires like Chobani's Hamdi Ulukaya.

Even with an E2 visa, which does not lead directly towards becoming a naturalized US citizen, we can still enter the billionaire's club by creating a company that leads its industry.

Why do some businesses only exist and others lead industries?

As of 2018, there are 30.2 million small businesses in the US and only a few of those lead industries.

If you've studied psychology, you already know about patterns in human behavior.

Businesses also behave in patterns.

The most successful ones have a particular pattern that sets them apart from the rest, even when they sell the same product or service.

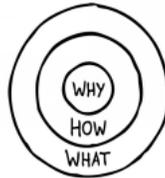
Leading businesses create loyalty through an emotional connection in the marketplace. Customers will say NO to the competitors to keep buying your products and/or services. That kind of loyalty creates more sustainability in business.

Apple, a \$206 Billion company, has a very loyal customer base that will line up outside an Apple store for hours or even days for the latest iPhone. A behavioral pattern not only in North America but around the world.

Apple customers regularly reject the competition. And those of us who own many Apple products jokingly refer to this as being in the "Apple Cult".

In his book, "*Start With Why*", author Simon Sinek breaks down a specific type of communication pattern that all leading businesses use.

Inspired leaders from any size company and in any industry all **think, act** and **communicate** from the inside out. He calls this pattern the "Golden Circle"



Sinek explains Apple's "Golden Circle":

Apple believes in thinking differently and challenging the status quo in everything they do. They do just that by making products that are beautifully designed and user-friendly. The fact that they make great computers is secondary to why they make them. Customers are loyal to Apple and continue to buy their products because they believe the same.

The communication pattern starts with WHY then HOW and lastly WHAT. Traditionally, we communicate WHAT our business does, and how we do it, and most often never mention why we do what we do.

To simplify the example of Apple:

WHY: think differently and challenge the status quo
HOW: beautifully designed and user-friendly
WHAT: great computers

Have you ever been told to do something and immediately asked why?

This does not mean that you are being difficult as some people might assume. It is because there is no motivation to do something unless you understand *why* it is meaningful for you to do. Without that understanding, there is no connection to your deeper value system no matter how big or small the request is.

Why a company does what it does creates loyalty because it connects the company's value system to the customer's value system.

Psychologically our values drive our beliefs and our beliefs then drive our behavior in anything we do. If you do not believe in doing or buying something, then you will not be motivated to take action.

So people need to understand *why* they should invest in your company by buying what you are selling. Because when we decide to buy something, it is an emotional response, not a logical one, more on that in chapter seven.

Our E2 journey's *why* is our personal motivation to move to the US and our business's *why* are two different things. Let us not confuse the two.

As an E2 investor, your personal *why* is not what will create brand loyalty. It may help you focus on the business, but it will not focus customers on your business.

To help you find your why begin by watching Simon Sinek's 15 minute Ted Talk on ["How Great Leaders Inspire Action"](#). Start brainstorming and write out your first draft. Expect to create multiple drafts for this exercise with each one being different than the first. For more guidance refer to Simon's book *"Find Your Why"* for more information and exercises.

Many successful entrepreneurs will tell you that their *why* is different now from when they started. You and your business will evolve and so will your customers. This will influence your business's *why*.

The power of belief is a strong motivator and we will get into more psychology that affects business.

Every business plan begins by describing the company and what it does. Communicating *why* your business exists is as important as communicating what type of business you are in.

And it will also be valuable in your marketing efforts.

Chapter 2: MEET THE DREAMER, THE REALIST, AND THE CRITIC

"First, think. Second, believe. Third, dream. And finally, dare." - Walt Disney

A business plan is only a written outline of your business's roadmap for success. And it would be best if you clarified that direction before you choose your business and write your plan.

We will go over some strategies and resources to help you clarify your roadmap, and before we do, we need to talk.

This book started strong with the billionaire's club. And that might have made some of you either feel uncomfortable or inspired.

If you feel inspired, read on for more.

If you feel uncomfortable, we need to talk about MONEY.

Depending on your culture, money is one topic that makes many people uncomfortable. Growing up in Canada, you learnt that it's not polite to talk about money. I always ignored that lesson and still do.

Money is nothing more than a value exchange. If your business is providing value, then you will receive value in the form of money in return. As an employee, if you didn't do your job, then you haven't earned your pay cheque.

Does the idea of earning enough money in your business to join the billionaire's club make you say...?

But my business is not like theirs. It's not worth that much.

Let me introduce you to Britton's Charlie Mullins. He's not quite a billionaire but pretty darn close with an approximate net worth of \$70 million. He earned that being a plumber and is quite possibly the world's richest plumber. He started his plumbing business at 25 and financed it all himself.

But it will take me years to get to the billion-dollar club if I ever get there.

Let me introduce you to the \$50 billion man, Dan Peña. Dan is tough, and very straight forward, he's not for the faint of heart. He teaches you how to buy businesses that earn at least a million dollars in sales using other people's money like private lenders and banks. You can use your own money or even use a business's cash flow to pay for the sale. A good reminder that E2 visa holders are not limited to owning only one business.

But I have no idea how.

Nike didn't know how to create a \$32 billion company when they struggled with cash flow to fuel any growth. They were borrowing money to produce and distribute their shoes for many, many years.

But they got lucky because they had the right connections.

Yes, they had the "right connections," but not in the way that you think.

Most often, "having the right connections" refers to who we know. However, there's a more powerful meaning to "having the right connections," which is the actual backbone of innovation and success.

The "right connections" are the neurological connections that spark ideas.

Before anything can happen, you must have the idea that it will lead you to meet someone or create something. It doesn't matter where the ideas come from; what matters is how you treat those ideas.

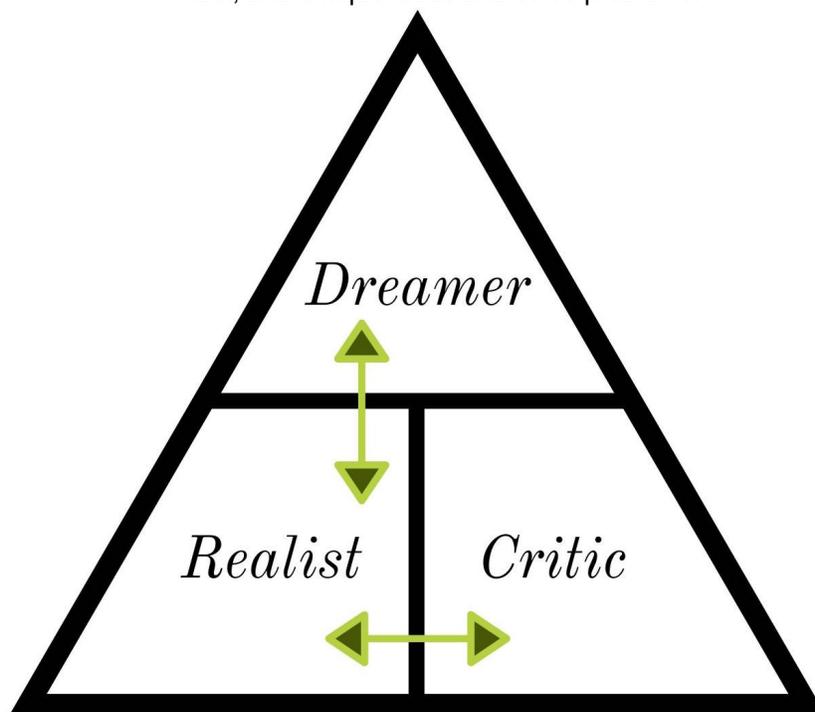
There is no problem with the idea of entering the billionaire's club. It's what you thought of after because it's necessary to continue the right neurological connections after you get an idea.

Walt Disney created everything with the idea of a mouse, a rodent, and is now approximately a \$130 billion empire.

People have million-dollar ideas all the time. Unfortunately, they are often not recognized as such. Usually, the first response to a big idea is to criticize or dismiss it. That disconnects the right neurological connections needed to bring the idea to fruition.

Robert Dilts, an expert in Neuro-Linguistics Programming, broke down Walt Disney's strategy for turning creative ideas into reality. Dilts called the process the Walt Disney Creativity Strategy.

The Walt Disney Creativity Strategy produces the right neurological connections to develop, test, and critique ideas and solve problems.



The process has three styles of thinking: The Dreamer, The Realist, and The Critic.

	The Dreamer: "Want to"	The Realist: "How to"	The Critic: "Test the Idea"
Description	Daydreamer/creative with no limits, future-based, brainstorming	Project/vision manager without any judgment	Investigator without any judgment

Speaks With	Only to the realist, never with the critic	To the dreamer & the critic	Only to the realist, never with the dreamer
Questions	What do I want/ imagine? When, where and with whom?	How will the idea get made? What are the necessary steps? Who will carry it out? What are the criteria to test the idea? What is the level of commitment to the idea and the plan?	Is this workable or problematic? What are the gaps? Is this in the budget? What could stop this idea? Is the plan solid or can it be improved? Are there any consequences?
Physiology	Relaxed, head and eyes up	Looking straight ahead, move around to "feel out" the plan, ponder and ask questions	Head tilted, carefully listening, focused, asymmetrical posture

Walt Disney had three chairs in his office that represented the three styles of thinking. He would move from one to another playing each role. You can do it without chairs by standing in a different part of the room. Moving to a different part of the room will activate different neurological connections.

The most important part of this strategy is that the Dreamer and The Critic never speak to one another. That's how we dismiss the ideas we've "dreamed" up. And to avoid that, the Realist becomes the mediator between the two.

This Disney Strategy is about engineering imagination, or as Walt Disney called it, "Imagineering." And it's a strategy often used in business and life when you are considering a choice or decision and making a plan.

As an E2 entrepreneur, this strategy can help you find the right business, assess markets, develop products and/or services, test operational systems and procedures, and more.

The idea to move to the US is something many dismiss and some engineer that idea into reality. This book and my E2 Visa Blueprint guide are part of the "Imagineering" process to make this E2 journey happen.

Chapter 3: START, BUY, OR LICENSE

"Almost everything worthwhile carries with it some sort of risk, whether it's starting a new business, whether it's leaving home, whether it's getting married, or whether it's flying into space." – Chris Hadfield

What's it going to be, an existing business or franchise, or start a company from the ground up?

Most of us E2 investors buy an existing business with a customer base, employees, an established reputation, and most importantly, proof of profit. Which is something I talk about more in my E2 Visa Blueprint guide, especially if dealing with cash-only businesses.

Then some of us create our businesses from the ground up, where none of the above exists yet.

An existing business does have its advantages. The biggest one is the possibility of recovering your "substantial" E2 investment if you choose to sell the business.

Whereas a startup could risk the whole investment amount if it doesn't grow as fast as needed; in the end, there will be no business to sell to recover any investment money.

Avoid fearing a startup business if that's what you plan to do for your E2 visa. The point is that some of us like to take big risks. And if that's not in your nature, make sure you know that before considering a startup.

A franchise is a "turnkey" business. Buying this type of business for your E2 could present less risk than an existing business.

Entrepreneur.com defines turnkey as "a package that is so complete in providing everything you need to start the franchised unit, all you have to do is 'turn the key' and open the door to be in business."

All aspects of a franchise have been established, tested, and proven to work for a profit. To be clear, that doesn't guarantee your franchise business will be a success.

Each franchise will have to establish a customer base in its new location. An effective marketing plan will be essential for this.

The investment for an existing business or franchise is often higher than a startup. That is because you are buying the following that already exists:

- Customer base/brand awareness
- History and reputation
- Products/services
- Relationship with vendors
- Operational procedures, systems, and policies
- Marketing materials
- Financial records

Yet, the high initial investment cost could balance out later if profits continue. More profits allow for job creation, and that helps with future E2 visa renewals.

The most stressed part of the visa application is the investment; the amount is defined only as "substantial," which is quite vague. Not all high price businesses are equal, nor does spending hundreds of thousands of dollars guarantee you an E2 visa.

Often, the investment clouds the importance of proving to the US Consular the strength of the business, and your knowledge and skills to operate and manage the business.

What type of business best suits your personality and skills?

Each type of business has its own set of demands and challenges. The kind of business you choose should match your type of personality and skill set. That will help offset some of those challenges.

For example, a franchise requires a particular personality. It doesn't suit my personality and limits my best skills. A franchise is set up for you. And you will be expected to run the business according to its structure and not deviate from that.

I prefer to set my procedures, operations, and policies. To have the creative freedom to be able to change things when they aren't working. So, a franchise is not a type of business that suits my personality.

With a franchise, you'll be managing a business that will not be entirely in your control.

Do you enjoy having full decision-making power? Do you enjoy creating systems and implementing new strategies?

Then consider buying an independent business or starting one from the ground up. In the end, you must enjoy the business you'll be operating and growing.

A franchise is not to be written off entirely. It is an excellent source of information, especially for a startup company.

Franchises come with a complete system, and startups need to create a system.

In his book, "E-myth Revisited Why Most Small Businesses Don't Work And What To Do About It," author Michael E. Gerber talks about the importance of systems.

From over 40 years of research, Gerber says "a company without systems is a company that can never scale and will nearly always be a small company with an overworked owner at the helm."

In his book, he goes on to explain the three types of systems that a business needs to grow

1. Hard systems: are inanimate things such as the wall colors, the machines necessary to conduct business
2. Soft systems: are the people, the branding and training
3. Information systems: cash flow reporting, forecasting, inventory control, etc.

"Franchising" your startup from the start will help avoid wasting a lot of time, money, and energy.

These systems will be part of the operations section of your business plan.

To learn more about these systems, I've included a summary of Michael E. Gerber's "E-Myth Revisited" book. You can download it for free at www.e2visabusinessplanning.com/bonus-downloads.

Finding an "E2 Friendly" Business

There are no specific "E2" businesses that are approved by the US consulate. If the business is viable and not marginal or passive, and you spent a "substantial" amount, then it qualifies.

Not every seller will sell to an E2 investor because the final sale of the business is contingent on our visa approval. If we don't get approved, then the sale doesn't go through.

The goal is to buy a business from a seller who understands money cannot exchange hands until the visa is approved. Keeping the money in an escrow account controlled by your lawyer is the

safest way to protect your E2 investment funds during this process.

The largest online business market place is [Biz Buy Sell](#). The site features many independent and franchise businesses in all types of industries. Browse what business would complement your personality and skill set.

Using a Broker

Buying a business is like buying a home here. The seller will hire a broker to help find them a buyer and negotiate the deal for a commission of the final sale.

Commonly, brokers will offer to represent both the seller and the buyer. As the purchaser, you will want to hire your own broker and avoid any possibility of a conflict of interest.

There are brokers available through the online marketplace mentioned above. They can help you assess a business along with your lawyer and accountant.

If you already know the type of business you want to buy, possibly find a broker who has already done deals within that industry and that type of business. The broker could provide you with more insight. And lastly, ask around for a broker who has worked with other E2 investors.

Of course, it's not required that you use a broker. If you do, know that there are commission fees paid by the buyer as well.

Knowledge Is Power

Shopping around for a business online is an excellent time to do some market research. It could give you some insight into how the industry is doing, especially if there are many businesses for sale in the same industry.

Contact the brokers to find out why the owner is selling.

Example:

There are two pet grooming businesses in Florida for sale in two different cities. One is priced much higher and has more cash flow than the other. It also has appointments set until the following year while the other one has a 'large client base', which doesn't mean regular bookings.

Through a quick Google search for pet groomers in each of those cities. Visit their websites, compare their marketing, prices, hours, reviews, types of dogs they service, number of competitors in the area, and so on.

This research is also valuable to those who want to create a startup business. It could give insight into your potential market and industry. Even your future competition and how well their business has been operating.

For those purchasing an existing business, the main thing to know from your research is why the owner is selling their business. Is the owner retiring? Is the business failing and what is causing it to fail?

Be prepared that you may not get the truth from the seller, even if there's a broker involved.

Next, we're going to expand your research to look at your market's economical nature and the competition. It helps to understand where your E2 business fits in.

Chapter 4: A PLACE IN A FOREIGN MARKET

"Opportunities don't happen. You create them." -Chris Grosser

Where does a foreigner fit in personally and entrepreneurially in a new country?

As E2 visa holders, we need to find our place and compete with those American born entrepreneurs who are well versed in the American culture. That creates a slight knowledge gap for us about the ins and outs of the US market.

Established businesses and franchises already have a place in the market that an investor can build on. As for startups, how do you find your business's place in a foreign market?

Market research is essential to help bridge that knowledge gap. Many paid services will do your research for you, or you can buy individual reports from sources like Mintel.

These reports can be very expensive to purchase. Check with your major city's library if they carry any consumer reports. Of course, the amount spent on these reports could be used as part of your initial investment.

However, for this book, we're going to focus on some free tools you can use yourself. These tools can help examine your customer base and identify opportunities and limitations within that base through demographic information and consumer behavior. That can also be beneficial to locate a hot market to buy and operate your business.

Your research should answer these fundamental questions:

- What is your market?
- How big is your market?
- Is there a demand for your product/service?
- Who are the competitors in your market?
- What are the market trends?

Census Data and Statistics

The US government is an excellent source of information on its people and economy. Their [Census Data and Statistics](#) website has a lot of information. If you feel overwhelmed during your research, you can speak with one of their information specialists.

Google Trends

Google still dominates the market share in search engines. According to [Smart Insights](#), "the number of daily searches on Google [is] 3.5 billion, which equates to 1.2 trillion searches per year worldwide." This tool analyses what searches are most popular across various cities and states.

Google Trends is useful to business owners because you can anticipate customer's needs. BE able to search by geographical location to find the needs of people in your particular area. Also, learn what is trending at any time of the year. All this information can help you design your products/services to meet those needs.

Furthermore, if you are still deciding on a state to move to, use this tool to find where your business idea would be most needed.

Consumer Barometer

If you want to know how consumers make their buying decisions, then you will want to use [Consumer Barometer](#). They surveyed over 150,000 people in 43 countries on how they use the Internet. You can even download their charts and graphs to use in your business plan.

To best optimize these research tools, it's imperative that you have a clear picture of your customer base. That way, you can narrow your results based on your customer's demographics, most recent product purchase, what device they were using, and more.

Statista

Another great source is [Statista](#). They help "corporate customers collect and prepare market, customer, and competitive information." Statista also offers customized research and analysis services.

Statista also understands how important this information is for a business plan. They developed a tool called Business Plan Export to help model markets. At present, it focuses on consumer and digital markets.

They offer a free account, but it's limited. It may be worth paying for the premium account to access all of Statista's data and tools.

Expand your online research when you travel to the US to establish your E2 business. Visit the area and speak with the local Chamber of Commerce, and visit your competitors. Speak with their customers to understand their needs and buying habits.

Research No One Suggests But Should

We're going to get real and talk about protecting your investment on a micro-level.

Other factors could threaten your business that is unrelated to your local competitors.

This information is for you, the E2 investor, to plan your move to the US carefully. And is not meant to be written in the business plan unless something positive is discovered.

The crime and construction in your business's local area are vital to research. And hardly ever suggested even though both can impact a business, as I have seen in my former Seattle neighborhood.

Construction for new development projects, like residential expansion, could be good or bad.

Good if having more people in the community means the possibility of more customers.

Bad if your business affected by construction crews, and noise or your building is to be torn down for redevelopment.

Road construction projects could negatively impact the foot and car traffic to your business.

Contact the local police or fire department about neighborhood crime rates.

Speak with the local Chamber of Commerce or Business Association about construction or other changes planned in the community.

And, of course, an internet search can help you get informed on what is going on in your business's neighborhood.

Chapter 5: YOUR PLAN FOR PROFIT

"Chase the vision, not the money, the money will end up following you." - Tony Hsieh, CEO of Zappos

Let us continue examining your relationship with your future E2 business, specifically how you plan for profit, also known as your business model.

A well-defined model is the first step in designing a successful business operation regardless if you are purchasing an existing business, or franchise, or creating a startup company.

A business model is not permanent; it changes over time. Many existing businesses have updated their original business model to compete with their competitors and keep up with the changes in their industry. The Internet has been a technological game-changer for many businesses.

Many grocery stores that have to compete with Amazon's Prime Now service have included grocery delivery services to meet customer's expectations.

Some brick and mortar retailers like the clothing store Gap have expanded their model to include subscription services that are most common with the ecommerce model.

Businesses like Best Buy are no longer just a brick and mortar company because of their online store, and they are now considered a bricks and clicks model.

When I worked in post-production for television, we used Adobe and Avid Software. Both software companies changed their business model from a physical product to a monthly subscription model. The new subscription model has helped create a more regular revenue stream for each software company and better cash flow.

Yet, this change did disrupt the cash flow of the companies who originally purchased their software for thousands of dollars. Consider the level of impact your changes can have on your existing customers. The subscription model has now become the norm for software companies.

For a service-based business that has a business model exchanging time for dollars will have a difficult time to scale up because your profits are dependent on you physically being there. What other revenue sources can you implement?

Some service models include an equity share of profits based on the services they provided. For example, many top copywriters will negotiate a percentage of the profits based on the sales from the advertisement copy they will write for your company's product or service. That builds an additional revenue stream above the initial one-on-one service model.

Other business model examples:

- Manufacturer (Ford, Apple)
- Distributor (Auto Dealership)
- Information Product (Tony Robbins)
- ELearning (Lynda.com, Skillshare)
- Retailer (Costco, Target)
- Ecommerce (Amazon)
- Franchise (McDonalds, Holiday Inn)
- Subscription (Netflix, Dollar Shave Club)
- Network Marketing (Mary Kay, Tupperware)
- Service (consulting)
- High Touch* (Hair & Nail Salon)

- Low Touch** (Ikea)

*Lots of human interaction and/or assistance

** Low human interaction and/or assistance

What is the business model of the E2 business you are choosing to purchase or have purchased?

- Is the seller's business model outdated?
- What is the current revenue stream(s)?
- What are the profit margins?
- Do you foresee the market changing based on your research?
- Does the model have a market advantage or disadvantage?
- Is the model sustainable in today's economy?
- Can the model expand to make it more sustainable and provide more jobs for American citizens?
- How much would it cost to update/expand, and is it worth the cost?

What is the business model of the E2 business you want to startup?

- What will your business model/revenue stream include?
- How will it operate to produce a profit?
- Do you have to create a new product
- What successful business model will you reproduce?
- Where does it not work, and where can you improve it over time?
- What existing business models could you apply to your startup?

It is worth mentioning to assess your business model even further to consider your lifestyle and health.

If your lifestyle currently or will in the future involve traveling, will the business model allow for the freedom to travel either personally or as part of your business?

Business is tough and requires a lot of hard work that usually leads to working more hours in a week than the average employee. Does your business model have a high physical burnout rate?

Consider this a type of evaluation as a personal risk assessment.

Who will you attract to your business?

With your particular business model, how will people know about your business and the products/services that you offer?

What marketing channel will you use to drive people to your business through social media, knocking door to door, sales calls, promotional events, buying advertising, partnerships, and so on?

The people coming through your channels will either be feeling icy, cold, warm, or hot towards your business. When you begin to market your business to sell your products/services, understand who your buyers are through their temperature.

Hot	3%	Actively looking for your product, program, and service. The decision is already made to buy.
Warm	7%	Open to buying and not actively shopping. Considering buying but no decision made to take action.
Warm	30%	Aware that they'll need what you have to offer in the future. Ex. A three-month pregnant mom will need to buy a stroller in the future.

Cold	30%	Unconscious... don't know of you or what you offer, but can benefit from your product, program or service. Not actively looking or buying.
Cold	67%	This market will need to be educated that your business exists and can solve their problem. Then they will need to be qualified as buyers.
Icy	30%	Just a plain NO. A waste of your time trying to close them. Move on.

Each temperature will create a different perception of your business, and you'll want to tailor your communication to how these potential customers feel. That will set up the context to buy by pre-framing at the current temperature and then guiding them through your sales process.

In my industry of personal development and therapy, we pre-frame a client's mindset to achieve the results they desire. Those pre-frames are how we manage the client's experience towards their goals. That's what you're doing at each step of the buying process.

There is nothing manipulative about pre-framing. You are setting up the context for the next level available to purchase, and the customer always has the power to decide to buy or not.

Pre-framing is creating a bridge between the people and your business.

A **cold** audience takes more time to bridge them over to you. They don't know you and the chances of them buying from you the first time you ask are slim. You may not even be communicating in a way that actually connects to them.

You'll need to communicate in more general terms that your cold audience will understand. Avoid using industry jargon that will confuse them. Focus on the benefits of your product/service provides.

A **warm** audience will take less time than a cold audience and more time than a hot audience. Endorsements from people they trust help will bridge them over like joint ventures, referrals, testimonials, reviews.

A **hot** audience requires a short bridge because you already have a pre-existing relationship.

They are following you online, already shopping at your store, reading your blog, attending your workshops, and so on. They already know you are credible with your products/services. Talk to them as if they are your friends because they are.

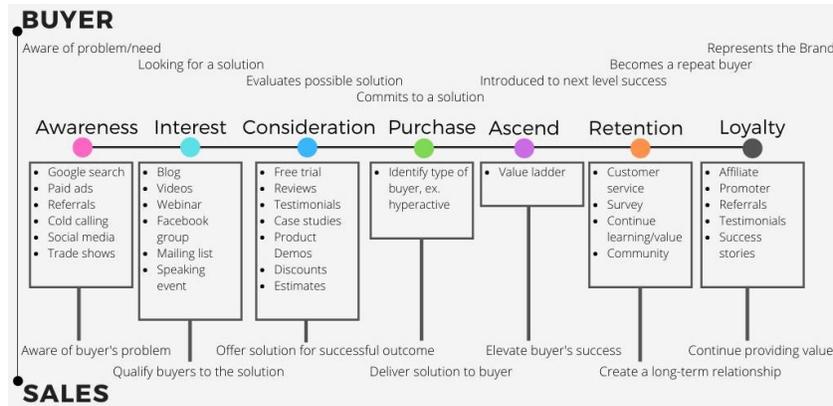
How will you nurture the buyer-seller relationship?

An effective sales funnel is all about the long-term game. Each of those potential buyers and their temperature level will be on a different part of the sales funnel.

Most often, the focus goes to the immediate sale and then the next purchase and the next and so on. There is a lack of relationship building with the customers and then ascending that relationship for the long-term.

These short-term sales don't produce as much money for the business as the long-term relationship based sales do. That is why it is important to match your sales funnel to your buyer's journey long past the purchasing stage.

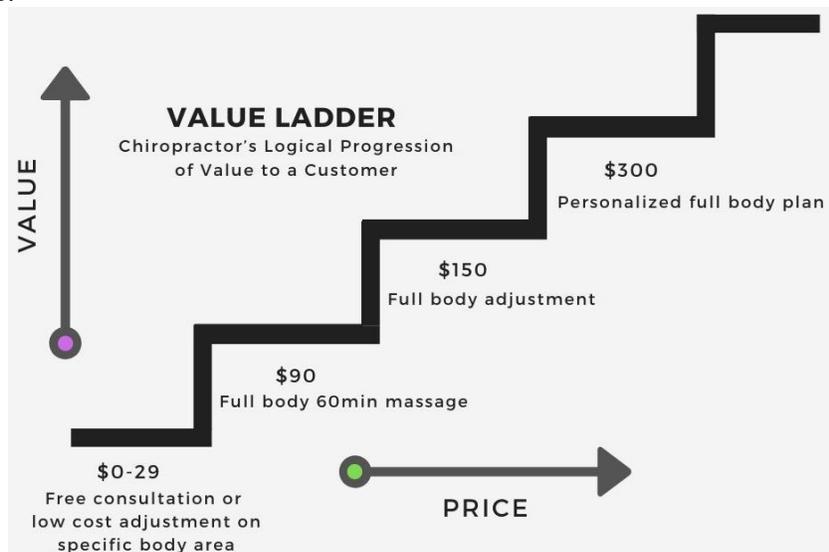
Here is an example of a long-term relationship based sales and buyer's journey; however, based on the type of business model you have, this may differ.



The cost of acquiring a new customer is going to be higher than retaining an existing customer. It's also easier to sell to an existing customer who has already developed a rapport with your business. People like to buy from people they like and trust, and an existing customer is on the hot temperature level.

The goal is to keep the buying loop open after the sale by creating repeat customers through a value ladder. By creating the multi-level value, you can create a valuable long-term relationship with your customers that will have them repeatedly buy from you.

Example:



Depending on the type of business, your value ladder will be different. A chiropractor could start with a free consultation, to a massage, then an increase to a full adjustment.

Building your ladder, you'll want to begin with an "attention grabber" offer to attract potential customers. For example, a lot of restaurants and bars provide "happy hour" with a limited menu at a low cost for a limited time of the day.

Retailers offering buy one get one free making the second purchase the next step up on the ladder. You'll also notice how many retailers now force you to line up between walls of low priced products at the checkout.

McDonald's would upsell you when they would ask you if you wanted to supersize your fries or soft drink.

Amazon will recommend other products to you on the main page of the product you're looking at, and at the checkout.

Consider creating your value ladder because, with a value ladder, you're anticipating a customer's impulse and keeping the customer engaged with your business' products/services.

How will you continue the buyer-seller relationship?

Continuing the communication creates that long-lasting customer relationship. Capturing your current customers and potential customer's information is required.

That is the standard practice for online businesses. Now brick and mortar stores have implemented this to stay in competition.

In the online world, a person would enter their first name and email in exchange they receive something free, like a video, a report, mini-workshop, etc. that teaches them something specific to bridge them towards your products/services.

Now, brick and mortar retailers either have a physical sign up form for a newsletter, or a raffle prize, exclusive points membership, or ask for your contact info to be entered into their computer system.

For example, shopping at Sephora, a makeup retailer, they ask to join their Sephora Insider, which is free. At checkout, they will ask for your name, email, phone, and birthday and immediately enter you into their system, their 'club.' Afterward, you'll receive weekly emails about promotions, birthday discounts, and so on.

Once someone buys from you, they are added to your buyer's list, and you can market them differently because they've moved further in your sales process, and their temperature has increased to hot.

These club programs and signups are a company's buyer list.

Chapter 6: MAKE THE COMPETITION IRRELEVANT

"Yesterday's home runs don't win today's games." – Babe Ruth

Competitors can become a dent in your profit plan. But having competitors is a good thing. It means there is a market for what you are selling.

It's always said, to be successful, you need to have an advantage over the competition. To find an advantage, you need to do a competitive analysis. That analysis compares the strengths and weaknesses of the competition to your business.

Doing a competitive analysis is valuable; however, it is not the complete picture.

Focusing heavily on what your competition does in the market puts your business in a reactive mode of trying to continually outperform the competition to gain a competitive advantage.

Doing it better, faster, cheaper, or whatever, and in the end, everyone is fighting for the same buyer market.

A marketing strategy influenced by what the competition does will regress a business. That is an old model of thinking that creates a mental blind spot around innovation. It will move your business towards those competitors and away from new opportunities in your industry.

There is a science to finding new opportunities. There is part of your brain called the Reticular Activating System. Scientists call it the RAS for short, and it determines what you notice.

The RAS works like this, have you ever noticed something that you were never aware of before and then you started seeing that new thing everywhere? Maybe you bought a new car, and now you see that same car everywhere. Of course, that car was always there; you didn't see it until you started focusing on it.

Programming this part of the brain is critical to avoid imitating your competitors even if it's done unconsciously. And instead, focus on new ways to win over a new mass of customers.

The RAS is another tool to create the right mental connections, as discussed in chapter two.

A non-reactive competitive strategy focuses on new opportunities within noncustomers. You are essentially making the competition irrelevant by creating a newer market of your own within your broader market.

That is called a Blue Ocean Strategy and explained in the book with the same title. Authors, W. Chan Kim and Renee Mauborgne, talk about the concept of red oceans vs. blue oceans.

A red ocean is a market "bloody" from being crowded with competitors fighting over existing customers. That is the traditional competitive strategy. A blue ocean is an unchallenged market space with the opportunity for explosive growth.

Today the business world has shifted from demand exceeds supply into supply exceeds the demand. That's why new markets will help avoid the saturation of supply.

Here are some examples of businesses that created a blue ocean market:

- Cirque du Soleil created a new market in the circus industry. In less than 20 years, they earned more than Ringling Bros and Barnum & Bailey.

- Apple was influenced by illegal online music file sharing and created iTunes. They currently dominate the digital music market.
- Drybar created a new demand for the blowout service. A service that was once non-lucrative and revamped the salon industry.

When doing your due diligence on your business, what is the market like beyond the usual competitive analysis (which is still important to do)?

How red is your current market?

Can you envision a blue ocean to reinvent the business instead of trying to find your place in an already competition-filled market?

To help search for an advantage, authors, W. Chan Kim and Renee Mauborgne, provide proven steps to finding your blue ocean in their second book, Blue Ocean Shift.

Chapter 7: WHY PEOPLE DON'T BUY

"The secret to success is to know something nobody else knows." - Aristotle Onassis

Sales keep a business in business.

From my work in human behavior, there's a psychological pattern that keeps people from doing something that would make their life better.

That includes not buying something that they know will benefit their life. You will need to understand why that is. Because it's not the price nor the time commitment nor that the product/service is "not right" for them, and so on.

Those are only excuses on the surface. When you look at it from a deeper level, the answer is that people don't buy because of their limiting beliefs.

These are the negative thoughts that live inside the mind that creates doubt, unreasonable and unhealthy comparisons, and excuses.

For example, if the marketing and sales tactics are confusing, that will produce doubt in the potential customer's mind. And that doubt will motivate them not to buy. If they do purchase and feel manipulated into it, you risk your customer developing 'buyer's remorse.' Those types of sales could end up as negative reviews online.

Limiting beliefs always bring about bad decisions. A decision to not buy something that would greatly benefit their life or business is indeed limiting and a bad decision.

There may even be some limiting beliefs in your mind right now about writing your E2 business plan, or the whole E2 visa process.

These limiting beliefs are just mental-programs that affect what we do or not do. People have mental programs that motivate them not to buy.

It's essential to have faith and be confident in your business and what you're selling. Because the one thing that will trigger someone not to buy is your lack of confidence, people can sense that fear. That fear will cause distrust between your business and your potential customers.

Is there a way to communicate beyond those limiting beliefs?

It all comes down to getting and keeping someone's attention. Then the person is more likely to listen and go for your idea and not drift into a thought that triggers a limiting belief.

Sounds simple, but...

Before we dive deeper into psychology, I must preface this is about selling products/services that are right for the customer because they are honestly beneficial to them. Avoid trying to use this information to manipulate customers.

What's the psychology behind it all?

All the information we observe through our senses, sight, sound, touch, smell, and taste, gets filtered down to avoid overwhelming our brains by deleting a lot of that information.

Were you aware of how each piece of clothing you are wearing feels on your skin right now?

I bet not, because before you read any of these words, your mind has already been filtering over 11 million bits of information. That's a lot of information to take in, and it's not possible to be aware of every little detail.

We delete information all the time to filter what information is important to the Neocortex. From there, we will make logical decisions off that limited information.

Neuroscience tells us that our brains developed in three separate stages, and these stages influence how we process information.

Reptilian Brain	Mid-Brain	Neocortex
Filters all incoming messages (what we see, hear and feel) and signals the fight or flight or freeze responses. These are strong basic emotions with primitive reasoning. The Reptilian Brain can also be triggered into an "indifferent" response, which can put the listener's brain onto a track of a lack of interest.	Determines the meaning of all things and social situations. It's the context of a situation or conversation.	This is the highest level that deals with complex issues with reasoning, logic, thinking, and problem-solving abilities. Neocortex does all the work to put things into ideas, into language, and then presents them.
Example: someone from afar starts shouting, and you reflex with fear.	Example: it makes meaning of that shouting voice in its social context/situation. Determines if its a friendly or angry friend, or co-worker, or parking enforcer, or attacker, etc.	Example: it processes a situation and will figure it out. The shouting voice is ok. It's some guy yelling to get his friend's attention across the street
This process is survival .	Then the process moves up to social relationships .	Now the process becomes about problem solving .

A disconnect happens when you speak to the wrong part of the brain as you're trying to market and sell your products/services.

People often speak their sales messages to the brain's neocortex. However, the reptilian brain is receiving the information first. The distance between the two brains isn't physical inches; instead, it's millions of years of evolution. That's why there can be a disconnect between what you say and how it's received.

People buy into the idea of what you're selling more than what the product is. It's the same process we talked about in chapter two if you rejected the idea of the billionaire's club. If the idea seemed too big to handle, then rejecting it was a way to survive an idea that was too big or complicated to do.

Your communication needs to speak to the reptilian brain first so your message can pass through the survival filters. Your idea could be new, and anything new is "scary" to the reptilian brain, and that sets off the flight or fight response. People want to feel safe, comfortable, and happy.

When you communicate to the reptilian brain, this is how it will filter everything you say.

1. That sounds dangerous → brain has three choices: fight (disagree/argue), flight (ignore) or freeze (indecision)
2. That sounds boring → brain chooses to ignore it

3. That sounds complicated → avoid details and get to the point fast, or the brain will choose to ignore it

Remember that the reptilian brain is about survival. So it's already dealing with all the stresses of day-to-day life.

Solving those stresses/problems is appealing to that part of the brain.

That is why you need to focus more on the benefits of your products/services and not the features because the benefits address solutions to the customer's stresses/problems.

The benefits also speak to our emotions. Then we rationalize the sale in the neocortex after the information has been filtered. If it doesn't feel good, then there is no sale, or there's buyer's remorse. Often times, buyer's remorse mutates into a bad review online.

In the end, it all comes down to setting a context that will sooth the reptilian brain. All resistance and limiting beliefs are rooted in survival. It's what influences a person to buy or not buy something that can improve their life.

Knowing what makes people buy or not will significantly improve your sales and marketing.

Chapter 8: SOLIDIFYING YOUR BUSINESS

"Courage is the commitment to begin without any guarantee of success." - Johann Wolfgang Von Goethe

Now that you have your company figured out, or close to it, it's time to consider the type of legal formation your company will have.

Sole Proprietorship: a business owned and operated by one person that has no legal separation between the owner and the business entity. This formation can risk your personal assets if the company gets sued. You also are personally responsible for any business debts. This formation doesn't need any documents filed with the state.

Limited Liability Company (LLC): a very common formation that gives the owner(s) personal liability protection. An LLC is registered with a US state and can have one or more owners known as "members." An operating agreement sets out the company's rules, regulations, and provisions. The agreement is required, especially if you have more than one member. It's less complicated to manage an LLC than a formed Corporation.

Limited Liability Partnership (LLP): the partners have some liability protection for the business's debts and careless acts of another partner. An LLP is for certain types of professional service businesses, such as dentists, doctors, therapists, lawyers, and the like.

Corporation (INC): more expensive than an LLC and requires more administrative and policy details. Also, a C-Corporation is an entirely separate legal entity under the law that pays corporate income tax, which is separate from its owners who are referred to as shareholders.

Company Name

Before you register the formation of your business, especially for a startup, decide the name of your company.

Many consultants or service providers, like myself, do business under our personal name like Jane Smith Consulting and not the legally registered corporate name. Your corporate name can also be your name, like Jane Smith LLC.

Consider what fits your type of business while keeping some flexibility for the future. If you're thinking of selling your startup business in the future, a personal name might make it harder to sell or even make into a franchise.

Most often, buyers of existing businesses keep the name, especially if the customer base and reputation are solid. You do have the ability to change the legal name of an existing business after the sale or create a DBA.

Doing Business As (DBA)

Also known as a 'fictitious business name,' or 'assumed name.'

It's when the operating name of your business is different from the legally registered company name. For example, Jane Smith LLC doing business as "Curl up & Dye Salon."

Most states require you to file the assumed operating name you'll be doing business as either with the secretary of state or with the county.

Taxes

One of the most important things to consider before registering your company's entity. Taxes can affect which type of formation and what state you choose to register your company.

An immigration lawyer will help with the status of your E2 application for the visa, not the long-term planning of your business. You will need a great accountant who understands your business structure and taxes (foreign and domestic).

The following information isn't to replace an accountant, nor am I an accountant. It's to start the tax conversation with yourself, an accountant, and a corporate lawyer. Because there are even more taxes to consider, like city taxes, state unemployment, worker's compensation, and so on, that will determine your budget and impact your profit.

Federal Taxes

Because we are legally non-residents of the US, we still have to deal with taxes in our home country. The US has [tax treaties](#) with many foreign countries to prevent double taxation. That is when you pay income tax twice on the same earned income on the business level and personal level.

For example: Paying corporate taxes to the IRS on income earned in your US business and then paying personal income taxes on that same amount of income earned from your US business back in your home country.

You have options because Double taxation is not an ideal situation.

The income tax treaty is set up to avoid double taxation possibly; yet, not all US states honor the provisions of the tax treaties. That is why you need to consult with an accountant who understands your situation.

For example, if you're Canadian, and you have a single member (owner) LLC business, your company will not be seen as a separate entity from you, the owner. That is called a 'disregarded entity' and sets you up for double taxation.

To avoid double taxation, you'll have to separate yourself from your business entity (LLC). That way, your business can be treated as a corporation and will file corporate taxes in the US. That blocks all your business profits from showing up as personal income back in your home country.

To get taxed as a separate corporate entity and as a 'disregarded entity,' you will either form a corporation (C-Corp) or an S-Corp.

Subchapter S Corporation (S-Corp): is very popular amongst small business owners because of its appealing tax benefits. Of course, those benefits are state-dependent.

An S-Corp also provides the liability protection of a corporation. It has a limited number of shareholders allowed and must meet specific tax requirements.

Registering with your state is required, along with a shareholder's agreement. Form 2553 needs to be filed with the IRS to elect this status. Elect is the legal term of the IRS to change a company's status.

Legally S-corps are for US citizens, or permanent residents and E2 visa holders are neither. However, there is a way for E2 visa holders to own an S Corp business that will be explained later in this chapter.

Other tax implications could influence what state you would like to live and work in because each state has different tax structures.

Business & Occupation Tax (B&O)

This tax is only collected in a few states. As of this writing, Washington, West Virginia, and Ohio, all have the Business & Occupation tax, and the requirements differ between them.

I'm in Washington state, and this is how the Business & Occupation tax works here. Each type of business has its classification with a corresponding tax rate. That rate gets applied to the business's gross receipts, no matter if you make a profit or not, you will pay a tax based on that.

Depending on the classification of your business, your tax rate could be below one percent. Most classifications have a low rate.

State Income Tax

State income tax laws play a significant role in deciding where to live and operate your E2 business in the US. The following states have no individual income tax, and this helps attract more people and development to that state.

1. Alaska
2. Florida
3. Nevada
4. South Dakota
5. Texas
6. Washington
7. Wyoming

Alaska and Florida do have a corporate tax rate, see state map for details.

Your personal individual income tax is not collected from the state. However, you will still have to pay taxes federally to the IRS, corporate, and/or individual. That is non-negotiable and required in every state.

States with flat income taxes:

1. Colorado 4.63%
2. Illinois 4.95%
3. Indiana 3.23%
4. Massachusetts 5.1%
5. Michigan 4.25%
6. North Carolina 5.499%
7. Pennsylvania 3.07%
8. Utah 5%

Regardless of your income, you'll pay the same percentage. Some of the high-income tax rates could balance out with low sales or property tax. Check each state for details.

State with the highest individual income tax:

1. California 13.3%
2. Hawaii 11%
3. Oregon 9.9%
4. Minnesota 9.85%
5. Iowa 8.98%
6. New Jersey 8.97%
7. Vermont 8.95%
8. District of Columbia 8.95%
9. New York 8.82%
10. Wisconsin 7.65%

Even though these rates are high, there are other deciding factors to consider regarding what you will pay. There's a personal income tax floor, the more you earn, the higher percentage you'll pay. The details should be worked out with your accountant.

States that only tax income earned from dividends and interest, not income from wages:

1. Tennessee 3%
2. New Hampshire 5%

Tennessee is moving towards a tax-free state by reducing the percentage by 1% each year. By 2021 it will be the 8th state with no state tax.

For more information, visit the [Tax Foundation](#) website.

Earning Income In Another State

If you live in a no income tax state, and you physically make money in a different state that does, you have to file a non-resident tax return in that other state.

If you live in an income tax state and make money in one of the seven tax-free states, you will still have to declare that income made in your home state.

IRS Tax Structures: Single Members, Multiple Members, S-Corp

LLC's are a pass-through entity, so your business income passes through to the member/owner's individual tax returns. Yet, an LLC has the option to be taxed differently as a sole proprietor, a partnership, a corporation, or as an S-Corp.

Single Members LLC

Unless you change your tax structure, the IRS will automatically tax you through your personal income tax like a sole proprietor or a 'disregarded entity.'

Your business income is reported on the [Schedule C \(form 1040\)](#) part of your personal tax return that you will file at the end of the year. [Instructions](#). Any online tax software will have a Schedule C available for you to fill out along with the rest of your personal taxes.

Furthermore, single-member LLC owners will also have to pay a self-employment tax. That's because you are not an employee, and your business income is considered your salary. That is separate from your gross income tax. You'll need to include the self-employment form, [Schedule SE](#), with your 1040.

Multiple Members LLC (Partnership)

Multiple members/owners LLC will be taxed as a partnership. Each member will pay taxes on their share of the profits on their personal income tax returns. File a [Schedule E](#) with your 1040.

Partnerships pass-through any profits or losses to its partners and not taxed on its income. You will file [Form 1065](#). Also, each LLC member will file a [Schedule K-1](#) (Form 1061), which breaks down each member's share of the LLC's profits, losses, deductions, and credits on their personal income tax form 1040. How the profits will be divided would be outlined in the companies operating agreement.

S-Corp

It is a unique corporation structure and one that's most common with small businesses because you avoid paying taxes on corporate profits. You can take your profits and reinvest them as working capital for your business.

Because the business itself is not taxed, income gets passed through to the shareholders/owners who have to file their Schedule K-1 and their 1040 like a partnership. The business will fill out a corporate tax return with [Form 1120S](#).

There is also relief with the self-employment tax. Instead of being taxed on the entire income of the business, the self-employment tax will only apply to the salary that the owner gives to himself or herself.

Also, an S-Corporation status is not permanent and can be reversed back.

E2 Visa Holders And S-corps

One of the most confusing and debated topics amongst the E2 Visa community is owning an S-Corp. What makes this a complicated subject is the lack of a full understanding of this tax structure and how it relates to us non-resident aliens.

If you do your research online or speak with a lawyer or accountant, you would most likely be told that you cannot own an S-Corp because of your non-residency status with an E2 Visa. The research will show that S-Corp owners/shareholders must be American citizens or permanent residents (green card holders) of the US. However, there are many E2 Visa holders do own an S-Corp legally, and this is through the IRS's tax residency rules.

IRS Tax Residency

The source of the confusion is the lack of detail. These tax residency rules are different from immigration residency laws.

Under immigration residency laws, E2 visa holders are "legal non-resident aliens." Under the IRS tax rules, we are classified as a "resident" for tax purposes only if we meet one of the two residency tests for the calendar year (January 1 – December 31):

1. [Green Card Test](#): you have a green card and entered the US with your green card, or you changed your status because you have acquired a green card.
2. [Substantial Presence Test](#): you pass the substantial presence test, which calculates how many days you were physically present in the US.
 - a full month (31 days) during the current year
 - 183 days within the 3-year period that includes current and the 2 years immediately before (all in one year, or 1/3 from the year before and 1/6th from 2 years back).

Because there is no direct pathway to a green card, the best way to elect your company to be an S-Corp is meeting the substantial presence test terms.

Registering Your Business

After considering the various formations, tax information and consulted with a professional accountant and/or a legal representative, the next step is to register your business with your state.

The process is quite simple and straightforward. You can register your business yourself, through a lawyer or an accountant.

Depending on your type of business, your lawyer may have you do your registration with the state. Many online services will do the filings for you for an extra cost. Download the guide to help you register in your state at www.e2visabusinessplanning.com/bonus-downloads.

Your LLC or corporation paperwork is included in your E2 visa application and not in your business plan's appendix.

Only include the following information in your business plan.

- The legal company name
- DBA (if applicable)
- The date of formation
- Name of the state registered in
- Names of the members or shareholders and their percentage of ownership

We'll go over this in more detail later in the book.

PART 2: BEFORE YOU WRITE A WORD

Chapter 9: CREATING THE RIGHT SPACE

Life is very simple, but we insist on making it complicated." - Confucius

Writing a business plan allows you to get control of your business, and before that can happen, you will need to control your space to create the most productive writing environment.

Before we deep dive into business plans, we will need to prepare your physical space first because distractions are everywhere.

Distractions make the whole process of writing a business plan even harder than it needs to be. Psychologically, when your attention gets pulled towards something else, it will take you up to twenty minutes to get back to where you left off. That adds up.

#1 Physical Space

Find a space with privacy because family and pets can be a big distraction. A private area will help keep your attention focused on the details of your business so you can organize them into a plan.

#2 Digital Space

It's not just your desk or room that should be uncluttered, and in order, it's also your computer. To help eliminate distractions on your computer, you can use apps such as [FocusWriter](#) that will block everything on your screen except what you are writing, or [Focus](#), which blocks distracting websites and applications.

#3. Headspace

Your mind is the essential space to prepare and the most overlooked. You need to clear your mindset.

It will take a lot of brain processes to write your plan, primarily if you've never written one before. It took me three weeks to write mine, and a lot of that time was spent trying to figure out how to write an excellent E2 business plan.

You need to stay focused while avoiding any anxiety you might have around how much the E2 visa application depends on a good business plan.

I'm going to give you some helpful mind-tools to help your creativity and control your emotions during this process. These tools are from my expertise on how we think and communicate using NLP (Neuro-Linguistic Programming) and Hypnosis. By the way, this is what my E2 business is all about.

Controlling the Inner Critic

If you already think this process is going to be hard, then you just made the process harder than it is even with this book to help you. What we say in our heads is how we program our minds; this is called autosuggestion. These autosuggestions drive our feelings and behavior.

That inner negative voice is your biggest manipulator and needs to be controlled; this is not just when writing an E2 business plan; this is for everything you do.

Because it will create doubt with negative comparisons, it will feed on any fear you may have and then elevate that fear to full-blown anxiety by predicting all the worst things that could happen.

Telling yourself you can't do something, like writing your business plan, will shut down your neurology and creativity associated with writing a business plan so you can't write it. That's how

you make things harder and even impossible to do in all aspects of life.

How to Control Anxiety and Negative Emotions

Start by keeping a positive mindset and ignore those negative thoughts because they are just limiting beliefs, and they are false. Stay focused on the task in front of you and stay present in the moment. Identify any problems and then focus on finding a solution.

When you are feeling stressed and anxious, do this simple yet very useful trick. Look Up.

Have you ever noticed that when you are crying and want to stop, you naturally look up?

That's because there are no negative emotions when you look up. Looking up is how you access your memory and creativity centers in your brain, and looking down is where you access your feelings.

For even more impact, stand up, put your shoulders back, deep breath in, go into your peripheral vision by defocusing your eyes, and then look up. You can even move, your head up, but it's not necessary, only your eyes need to be looking up.

Use this technique whenever you feel it necessary, especially when you go for your E2 visa interview, which sounds like it would be stressful. Still, from experience, there's nothing to worry about.

Chapter 10: PRESENTATION STYLE

When everything's the same, nothing stands out. - Tina Kallimanis

How your business plan looks, sounds, and feels to the reader is all part of your presentation.

The US consular will see your business plan before they read it. Having a beautiful clean layout will communicate professionalism.

Most business plans are long and detailed word documents with little or no visual graphics, other than the financial section. This layout still works, I know, because mine looked like that. I didn't know any better and was using a generic template my lawyer gave me that was available for free online.

Those free templates don't include visuals, and being all text makes them difficult to read. Breaking up the information with visuals makes it easier for the US consular to read and understand your E2 business.

Create a Visual Presentation

As the saying goes, a picture is worth a thousand words; you can say a lot more in your plan by including visuals.

There are many inexpensive, ready-made, visually creative business plan templates that you can [purchase online](#). Most of these templates are for applications like Keynote, PowerPoint, or the online platform Canva. Canva is what I used to create the graphics for our coffee shop business plan in part 3 of this book.

Consider including any of the following if applicable to your business:

- Business logo
- Photo of the business and/or neighbourhood exterior
- Google map showing your location and area
- Floor plans
- Blueprints if there is construction
- Brochures
- Pie charts or bar graphs
- Image of your website or ecommerce store
- Image social media sites, ex. Instagram page showing your followers
- Testimonials
- Online reviews
- Professional association listing and awards

The sound and feel of your business plan will come out in your writing style. You want to sound professional without sounding too technical and possibly boring. Including visuals in your plan does help balance out the text if your plan looks too technical.

Writing Style Elements

- The tone is the attitude presented in your writing. A business plan will have a formal tone that should:
 - Be clear
 - To the point
 - Confident
 - Polite
 - In the present tense (if already operational)
 - Future tense (if new enterprise)
- Writing in the third person is more formal than using "I" or "we." Name the business and the owner(s) in full: Mr./Ms. First Name Last Name and Company Name LLC
- Ex. Mrs. Jane Doe is the CEO and owner of Restored Coffee & Tea LLC, located in Seattle's trendy Ballard neighborhood.
- Avoid using contractions such as 'doesn't' or 'isn't' for two reasons:
 1. Contractions are ordinary or familiar conversational words. Use instead of the more formal like 'does not' or 'is not'.
 2. Overall, limit their use if possible because they are negative, and the plan should focus on the positives of your business.
- Avoid using technical terminology that is only familiar in your field. If it is necessary, include a brief explanation.
- As much as you can, use active language with active verbs instead of passive language. Use this [Active vs. Passive Voice](#) chart as a guide.
- Check your spelling and grammar. [Grammarly](#) is a free writing assistant that checks your spelling and grammar as you write. It's a free extension for Chrome web browsers.
- The type of font you use is also essential, as it will make your plan easier to read. These are some standard fonts you can use for readability: Helvetica, Open Sans, Veranda, Arial, and Calibri. The proper font size for the body is 12pt and 14pt for any titles.
- The [Hemingway Editor](#) will pick out any complicated sentences and the grade level of your writing. Use the online version for free by merely copying and pasting your text in the editor. Aim for a grade level of around 8-9. Make any changes directly in the editor, and the results will update automatically. For example, this paragraph is seven on the grade scale.
- Best to have someone else read your plan to catch any mistakes and make what you wrote makes sense.
- To check the business plan yourself, read it backward to avoid skipping over mistakes. That will trick the brain into refocusing on the words because the backward structure is unfamiliar. Also, reading out loud helps.
- Break up text with bullet points when necessary to help separate and organize the information so it is easier to read.
- Also, consider describing your business, so it paints a picture in the reader's mind.

Example:

Our location is in the trendy neighborhood district of Old Town. The area features an assortment of historic pre-war brick buildings occupied by various "mom & pop" small businesses. Our furniture product line has been carefully selected to suit different interiors from Victorian homes, modern condos, industrial lofts to converted churches. As our patrons' style changes, our furniture can move with those changes.

Translation Services

E2 applications are in English. With over 70 US treaty countries, English is most likely not your first language. There are professional translation services available that can translate your business plan.

To find one, type your native language + business plan translation services or professional translation services into an online search engine. Best avoid automatic online translators like Google Translate. They are not accurate and could produce a confusing document.

If you are pursuing this option, consider talking to your translator about how you want your business plan to sound like before hiring them.

Business Plan Length

The average length of a business plan, including the financials and the appendix, is 30-40 pages. Each plan is going to be different, but the information always needs to be concise. My E2 business plan was a total of 35 pages, including the appendix for a startup company.

Be mindful of how much detail you include when writing your plan because the overall E2 visa application has a limit to how many pages it can be.

Presenting Confidential Information

Not every detail needs to be included, especially if asked to provide a copy to a property owner or manager. They would get a less detailed, more generic version that will exclude any trade secrets. Take measures to protect against any unethical people who may be reading your plan.

Chapter 11: THE E2 BUSINESS PLAN

A goal without a plan is just a wish." - Antoine de Saint-Exupéry

There is nothing complicated about a business plan. It is merely just a written description of the future of your business.

Many small businesses in America start without a business plan. An option not available for any E2 business because it is one of the primary visa requirements.

Looking beyond just serving the visa requirement, having a business plan is advantageous in business.

The founder of Palo Alto Software surveyed their Business Plan Pro users, and the responses showed that those who completed business plans were nearly twice as likely to successfully grow their businesses as those who didn't write a plan. These results were assessed and validated by the University of Oregon's Department of Economics.

Five reasons to have a plan:

1. Gain clarity around your business
2. Gain a deeper understanding of your market
3. Establish milestones to stay organized and avoiding getting off-target
4. Confirm the numbers to make the business profitable
5. Think through possible problems now instead of paying for them later

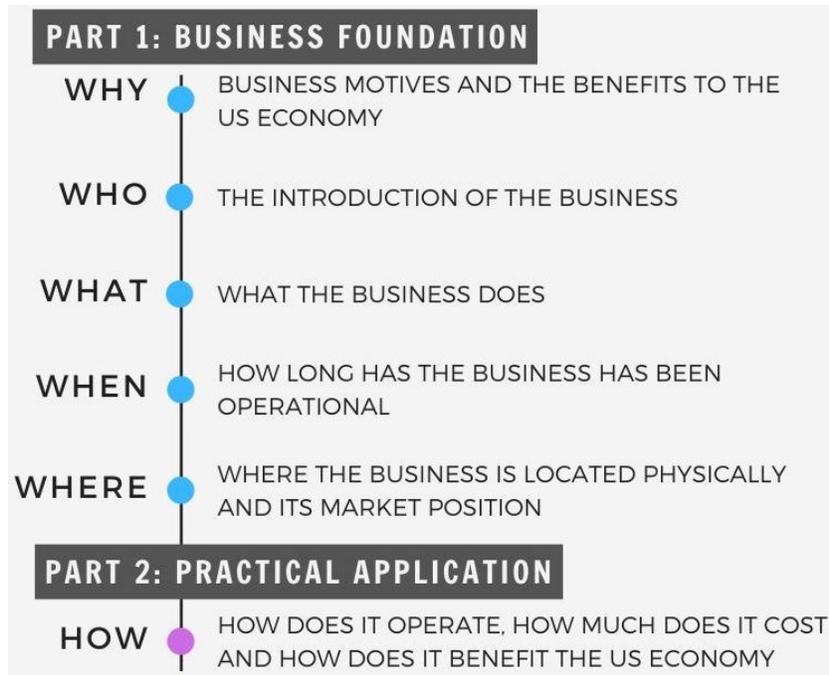
These are also reasons to keep your business plan updated because changes in the market will influence your business, and being up to date will help you strategize ways to deal with those changes and stay profitable. Plus, an updated business plan is required for an E2 visa renewal.

Business plans are quite formulaic and comprised of two parts:

1. **Business Foundation**, all about your business idea
2. **Practical Application**, action plan that shows how you will make it happen

The structure will vary depending on who needs to read the plan. An E2 business plan is more detailed and follows a traditional structure because it is written for the US consular.

A good business plan is like a good story. It answers all the following questions that the brain is wired to know: WHO, WHAT, WHEN, WHERE, HOW, and WHY.



These questions will help to provide more detail within the sections of the business plan. These are the standard sections in a traditional structure that should also be part of your E2 business plan.

1. Cover Page
2. Table of Contents
3. Executive Summary
4. Company Description
5. Industry Analysis
6. Sales + Marketing
7. Management + Operations
8. Financial Plan
9. Appendix

Not All Business Plans Are A Good Fit

The business plans written as internal documents can be one to ten pages with very little detail; some are only scribbles on a napkin. The business plans for attracting financing from investors will have a different structure with a lot more detail and an emphasis on management and financials.

Because an E2 business plan isn't an internal document, nor is it for acquiring financing since we, the visa applicants are the ones financing our businesses. That makes it challenging to find the right template to work with because those templates do not include an E2 business's visa requirements.

- You already have a US-based company legally registered in a US state
- The visa applicant holds a minimum of 50% ownership
- The US company is either a start-up or a purchase of an existing business or franchise
- The substantial investment amount you spent to start up or purchase your business
- How those investment funds were acquired
- Financials that show that the business is not marginal, and you can earn a living from the company

- Future financial projections for up to five years, not the common one or three years in most plans that include current and future employee salaries
- The visa applicant has the expertise to develop and manage this business

In the next chapter, we're going to break down each business plan section from cover to appendix in more detail along with the visa requirements to help you start writing your E2 plan.

PART 3: WRITING YOUR PLAN

Chapter 12: WHAT TO WRITE IN A BUSINESS PLAN

"There's no shortage of remarkable ideas, what's missing is the will to execute them." – Seth Godin

In this chapter, we're going to break down each section of a business plan and what information is to be included. I have created a corresponding workbook that you can download for free at www.e2visabusinessplanning.com/bonus-downloads to help you organize and write your plan fast.

There is no one-size-fits-all business plan template. However, this breakdown gives a solid foundation for an E2 business plan.

COVER PAGE

Each plan always starts with a simple cover page that can be text only or features more visual elements such as,

- Picture of your physical business
- The business's logo
- Or a themed picture of what the company is about like the example below for our coffee shop that shows an image our signature way of making coffee

Because the plan features a lot of sensitive information about your business, you will need to specify to the reader that this information is strictly confidential.

Side note: some plans include a Non-Disclosure Agreement (NDA) for the reader to sign. That is a standard practice when there are financial investors involved or when providing a copy to a property owner or manager. An NDA is not included with our business plan for the US Consular; they are not required to sign it.

Example:

Include your name and your company's full contact info on the cover

Prepared by: [your name], [your business title ex. CEO]

Address: [123 Main Street. Unit #1
City, State 90001]

Telephone/Email:[Phone & email]

[logo or picture of business]

[BUSINESS NAME]

Business Plan

Confidential

Prepared by: [Your Name], [your business title ex. CEO]

Address: [Address Line 1
Address Line 2
City, ST ZIP Code]

Telephone: [(555) 555-0100]
E-mail: [someone@example.com]



Both covers are effective. The one on the left is based on my E2 business plan's cover page.

If you are someone who is more visual and want to include more graphics like the one on the right, you can choose from lots of already made templates for free online using [Canva](https://www.canva.com). That is how the cover on the right was created. With minimal changes to one of their templates, you can create something eye-catching.

TABLE OF CONTENTS

A business plan contains a lot of information that needs to be easily searched. That means, having a well-organized table of contents is essential.

The main sections are pretty standard; any differences will be in the subheadings.

Example:

2.0 Company Description	
2.1 Company Overview	
2.2 Vision & Mission Statement.....	
2.3 Company History.....	

2.4 Products & Services.....
2.5 Management.....
2.6 Location.....
2.7 Legal Structure.....

SECTION 1: EXECUTIVE SUMMARY

The Executive Summary is the very first section of every business plan. It's also the first section that the US Consular will read, and it's the *last* section that you will write.

The Executive Summary outlines all the fundamentals of your business as you have laid them out in your plan. A lot of the information in this section is used in your cover/petition letter.

Because a business plan is on average 30-40 pages, there's a lot of information included on those pages. Having a summary is essential to help break up the data so the reader can get a broad overview of the business and *then* digest the details of the company and its operations in the main sections of the plan.

Too much information all at once is overwhelming to the brain, and to compensate, the mind will skip over data, and you want to avoid having the consular skip over important data about your E2 business.

Within your Executive Summary, along with outlining the business, you'll include a summary of how the company meets the E2 visa requirements.

Writing Your Executive Summary:

This summary's purpose is to inspire interest in the business without revealing private details about your business.

Each main section of your business plan will be summarized and separated into subsections:

1.1 Company Description Summary
1.2 Products & Services Summary
1.3 Industry Analysis Summary
1.4 Sales & Marketing Summary
1.5 Management & Organization Summary
1.6 Operation Summary
1.7 Financial Summary

The average length of an executive summary is around one (1) to two and a half (2.5) pages. My plan's executive summary was 2.5 pages.

Writing this after you have written the entire plan makes it easier to do because you will have all the necessary information available that needs to be summarized.

SECTION 2: COMPANY DESCRIPTION

This section is all about the company and what it does in more detail. The following are subheadings for this section. Include any other relevant information about your company if needed.

Company Overview

This overview is a short introduction to your business and what you do. It can be just one or a couple of short paragraphs.

Legal Structure

Include the formation of your company, if you are doing business under a different name (Doing Business As) and the owner(s) with shares.

Key Members / Management

Who are the head members/shareholders in your company? It could just be you, the E2 visa applicant, with 100% ownership. If ownership is shared, including any partners and their leadership role in the company.

Also, you could include any consultants or advisors to the company or anyone else who is involved in the company at a high-level position and will be making critical decisions for the company.

Location

“Location, location, location,” that is the most famous saying in real estate because where you’re located physically is equally important as to where you’re established in the market.

Describe your business’s location(s) and how it operates in that location. Also, include your geographical location and why you’re located in that particular area. For example, you are located in a mall because you predominantly sell to the teen market.

If your company has multiple locations, include the address for your headquarters. For franchisees, you’ll add your franchise location and could mention the others casually. For example, XYZ Juice Co. is located at 123 Main Street, City, State, with multiple franchised locations across the state/nation.

Not all businesses require office space. A lot of service-based businesses operate from home. For the E2 application, you’re expected to have a physical location secured that is outside of your home with proof of rental agreement. Co-working spaces are a great alternative with month to month rentals.

With the power of the internet, many businesses are “located” online. For example, if you have an ecommerce aspect to your business, include your company’s online storefront.

Explain why you have chosen this location, how does it support your business?

You could also include reasons to not work at a particular location. For example, I provide 1-1 in-person hypnosis & NLP breakthrough services, and it was necessary to say in my E2 business plan that I never offer my work at a client’s home. I went on to explain that doing so will interfere with the results because the environment contributes to the problem I am helping to solve. And it can become a safety issue.

If this is relevant to your business, you may want to include this information.

Tip: Include visuals like any photos of the outside of the business, the neighborhood, or Google maps graphic showing the exact location. If you use any images, make sure they are of high quality.

Vision + Mission Statement

A vision statement is what your company is working towards, and the mission statement is how you’ll get there. Nothing about the mission is confidential; it is how you will lead in the marketplace and inspire your customers and employees to get on board and assist with your business’s mission.

These are both short statements consisting of one to three sentences at the most for each one, and they do change over the company’s lifetime.

Consider incorporating the Golden Circle when crafting your statements because “People don’t buy what you do, they buy why you do it.”, according to Sinek.

Here are some examples of vision and mission statements from leading companies:

Southwest Airlines (vision): To become the world’s most loved, most flown, and most profitable

airline. (mission): Is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

Amazon (vision): to be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices. (mission): serve consumers through online and physical stores and focus on selection, price, and convenience.

Microsoft (vision): to help people and businesses throughout the world realize their full potential. (mission): to empower every person and every organization on the planet to achieve more. (vision at its founding): A computer on every desk and in every home.

These days people want to identify and connect with a company they buy from. We'll get more into the psychology of buying in the sales section of this book.

There are [online generators](#) available that can help you write a mission statement.

Company History

Whether your business has existed for years or is a brand new startup, it has a history. You can begin by explaining the current stage of your business and its main accomplishments to date.

For my startup, I explained what inspired me to create the company. Because *I am* the business, I focused on my expertise from my training and my personal experiences overcoming several challenges. From that knowledge, I can create unique products and services for my target market.

In a few paragraphs, highlight a short story of your company.

Development & Milestones

Now it's time to step into the future of the company. How do you envision your business in the next year, three years and five years? What are the goals that will support that, along with financial and job growth?

Keep your vision and mission in mind as you lay out the roadmap to your goals and the milestones needed to get there. Consider including relevant milestones for your business after you've received your E2 investor's visa.

SECTION 3: PRODUCTS + SERVICES

Depending on how much you are offering your customers, you may want to consider separating this section from the company description. If your products/services need more than one-two pages to be explained, best to include this section separately. Like our coffee and tea shop example business plan, there were many items offered that needed the section to be on its own.

Include any intellectual property protections like copyright, patents, and trademarks, associated with your products/services in the appendix. That creates more value for what you're selling.

Most often people only describe the features of their products, the characteristics of the product that makes it appealing to the customer. Ex. How it looks, feels and sounds. What it does? How it performs? What it is made of? How much does it cost?

The same philosophy applies to your products as it does your business, you'll need to focus on *why* your products and/or services are important to a buyer.

Features grab a buyer's attention and the benefits are what motivate the buyer to purchase. The benefit is the value/result the customer will get out of having and using your product.

For example, when I used to teach communications and careers at a private career college, I used to use the example of selling a bottle of water. I held up the bottle and listed all the features, the easily gripped bottle, the amount of water it holds, the price, the brand, etc., and then asked if they would buy?

No one cared to buy it until I said this: “If you buy this water now, you can stay hydrated and thus stay alive”.

What problems, big or small, are you solving with your products and/or services? This will help you examine the benefits of what you’re selling.

Furthermore, as you are describing your products and/or services, describe them from your company’s perspective *and* your customer’s. That will outline the relationship your company has with its buyers.

You may want to include any products you are planning to develop for the near future.

SECTION 4: INDUSTRY ANALYSIS

Industry Overview

This section showcases your knowledge of your market by giving an overview of your industry. Include information on the industry’s current size, your market share, growth trends, any economic or seasonal influences, your knowledge from any experience working in that market or related market, and any references to articles, charts, statistics, etc.

There are two levels of market research, primary and secondary. Primary industry research is original research, like focus groups, conducted by yourself or a hired service. Secondary industry research is existing data already collected by a third-party source, like the US Census Data and Statistics.

Industry Trends

What are the trends that will predict where the industry is heading? Consumer behavior, technology, new products/services, new blue ocean markets, government policies, and so on, can all influence the future of your industry. For example, the coffee industry is highly influenced by consumer behavior and tastes (literally and figuratively).

Barrier to Entry

What is preventing people from entering your market space? A barrier to entry helps prevent new competitors from flooding into your market and customer base.

Types of barriers to entry:

- Government regulations
- High capital requirements
- Education
- Professional licensing
- Lack of suppliers or distributors
- Technology, etc.

An industry without and barriers to enter could saturate the market. The life coaching industry is one example of a saturated market. Even though there is specific training for this type of work, the industry is self-regulated, and training is not mandatory, and licensing is not a requirement.

Furthermore, life coaching was once a Blue Ocean. As a whole, now, life coaching is a red ocean. However, there are still blue oceans to be discovered within a saturated market.

Target Market

Your business is not all things to all people; that is why you need to niche down into a specific targeted market. For example, this book serves a niche market of E2 visa applicants in the bigger immigration market.

In this section, you will identify the characteristics such as the demographics and psychographics of your ideal customer in your target market. Knowing who your customers are and how they think will help create the products/services they are looking to buy.

If you are considering purchasing an existing business or franchise, then you have a bit of an advantage over a startup because there is a history of past customers that you can profile.



Competitive Analysis

Already mentioned above, a niche is your corner of the market, and by narrowing down, you can better identify who your real competitors are.

Niching down is a way to start gaining an advantage amongst all your competitors while you are figuring out your blue ocean market in your industry, especially if the market is already saturated.

Example:

Industry: Real Estate ↓ Inner Market Segment: Investment Property ↓ Niche: Wholesale	Industry: Fitness ↓ Inner Market Segment: Weight Loss ↓ Niche: Female Doctors
--------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------

Each industry has different market segments, and within those segments are niche markets. The goal is to find an untapped market to sell your products/services.

When starting your competitive analysis within your market segment or niche, begin by identifying who your actual competitors are because not every competitor in your area competes with you. For example, dinner-only restaurant opening at 5:00 pm is not in competition with the nearby restaurant that focuses on serving brunch and closes at 3:00 pm even though they are both under the restaurant category. Each of these restaurants serves a different target market.

Examine the competitive qualities in areas such as:

- Sales + buying process
- Marketing efforts
- Best and worst selling products
- Price
- Packaging
- Distribution channel
- Customer service
- Return policy

- Location
- Online website / social media profiles
- Reviews
- And other areas important in your type of business

Furthermore, get to know their customers, what their problems/needs are, and how they are being solved/fulfilled. The best way is to talk to them, survey the people.

SWOT Analysis

S.W.O.T. is a process that examines your business's Strengths, Weaknesses, Opportunities, and Threats. The process looks at the company in two parts internally (strengths and weaknesses) and externally (opportunities and threats).

Doing a S.W.O.T. is beneficial for any business, whether you are purchasing your E2 business or creating a startup. That would even benefit a franchise business and easily used as part of your criteria for buying an existing business. The sooner you could examine the Strengths, Weaknesses, Opportunities, and Threats of a company, the better you can plan.

When the markets will change, and so will your S.W.O.T. analysis. You can redo this exercise as an annual check-up when you want to monitor progress when you see the market shift or when you want to explore a new growth strategy and move away from a red ocean.

Consider including a S.W.O.T. analysis in your business plan analyzing your business and comparing it against your top three competitors in your area.

Unique Sales Proposition (USP)

Through your competitive analysis, you will determine what will differentiate your business from your competitors in your market. That will be your unique sales proposition (USP), also known as a value proposition, which means that your business is the only one who can sell this product/service and at this particular price.

Price doesn't always mean the lowest, that's not a strong differentiator because your competitor can still undercut you, and that will cut into everyone's profit margins.

For example, Trader Joes is a multibillion-dollar grocery store chain that still looks like a simple "mom and pop" shop. The grocery store offers healthy food at affordable prices, much of the food is prepackaged for convenience, they stock fewer choices, and about 80% of their stock of products are their own brand name.

I have personally shopped at Trader Joes specifically for items I can only find in their store. That is what makes them so successful. Their products are unique to their store that you cannot find in other health-conscious grocery stores like Whole Foods and at their economical price. You know what you are getting every time you shop at Trader Joes.

Again, your business is not for everyone, so your USP will be directed to your target market and what they want/need.

Do they want to save time or money or both? Do they require a solid guarantee? Do they need proof, like testimonials or results photos, to be convinced to buy?

You must know your customers to position your business as their top choice.

SECTION 5: SALES + MARKETING

A marketing plan will determine the success or failure of a business and will always change to keep up with market changes.

For existing businesses, you don't know how effective the previous marketing efforts have been. It will be beneficial to take your time identifying your target market so you can improve on the past marketing efforts for that business.

To expand on your target market profile, who is your business going to have a relationship with?

Are you serving mainly other businesses (B2B), or are you serving mainly customers (B2C)?

Whether B2B or B2C, your marketing will be different.

B2B

- You must find and target the decision-maker in the company
- Purchase is more logically based
- Solve the company's needs to stay profitable, competitive and successful, not just an individual
- Possible gatekeepers you have to go around before you get to pitch to the decision-maker
- Requires custom written proposals that must be negotiated.
- The sale could take longer due to a more senior management review or legal
- A lot more narrow audience, a niche can be easier identified

B2C

- Focuses on the product's benefits them and improve their life by solving their problem
- Is the decision-maker and can they buy instantly
- Purchase is more emotionally based (security, comfort, and quality)
- Find and drive customers to your product
- Educational based marketing to entice client on the value of the product and build your relationship with a prospect

Marketing Channels

How are you going to create awareness to bring your ideal customer into your sales funnel?

Your ideal customer will guide you to use the best platform to create awareness of your business through their demographics & psychographics, who they are, what they do, and how they think.

Best to avoid using a marketing channel because it's the most popular like Facebook ads. If your target market is not on Facebook, then that would be a waste of money.

Marketing channels:

- Media adverts: newspaper, magazines, television & radio
- Phone: Yellow Pages, cold calling, telemarketing
- Direct mail: sales letters, postcards
- Online: main website, landing pages
- Social medial: Facebook, Instagram, TikTok (new), Google ads and business listing, Yelp, influencers
- Local: Chamber of Commerce, local businesses, flyers, signs, billboards, door-to-door, word of mouth
- Merchant displays, pop-up shop, in-store product sampling
- Trade Shows
- Networking: associations, memberships, Meetup groups, Facebook groups
- Professional Marketing or PR agency

Pricing Structure/strategy

The costs making, acquiring and shipping your products/services, the benefits/results they provide the customers, your USP, similar products on the market, and your target market will all be factors in how you set your prices.

With consideration of these fixed and variable costs associated with your products/services, what is your profit margin going to be based on your retail prices?

As discussed in part one, what is your value ladder, and how will you structure your prices for maximum profits? Will you include up-sells (higher \$), down-sells (lower \$), and cross-sells (same \$)?

Sales Cycle & Structure

In this section, you will map out your buyer's journey. You'll also explain the procedures your company will use that will produce sales?

Partnerships/Joint Ventures/Affiliates

Many online businesses use affiliate marketing to boost their sales. For a commission of the sales, the affiliate will promote your product/service to their network.

Some of these businesses look like they're in direct competition with each other, they are, and they are not. They both target the same market. However, their products/services are different yet complementary to those in their market. So these businesses will cross-promote each other's products/services because they offer greater benefits together to solve the customer's problem(s). Also, value ladders are a standard with online businesses.

The affiliate marketing partnership can be done offline between local businesses. You can create an arrangement that promotes each other's brand via business cards, flyers, menus, exclusive deals, and so on.

Example:

A clothing and a shoe shop could create a partnership and create a special deal that gives the customer 10% off their order if they bring in a receipt from that partnered business.

Partnerships are a great way to tap into your target market with credibility through the recommendation of the partnered business.

What partnerships can you think of that could help promote your business?

Growth plan

What are your plans to scale up/grow the company? The growth can be with staff, sales team, new departments, location, expand into new networks, franchise it (if not already), and so on.

SECTION 6: MANAGEMENT + ORGANIZATION

In this section, you'll begin with the key personnel in the company who will be making the company's strategic decisions around business and the rest of the employees.

In the company overview section, we already covered a bit of background on the owner(s), the visa holder(s), this is where you'll go into more details on the qualifications of the owners, who are the key personnel in an E2 business.

Many E2 businesses are small businesses without a large employee base. Often the visa holder's spouse will work for the company with a few key employees. Most startup companies have no employees in the beginning. How many employees an E2 business has depends on the type and development stage of the business.

Creating an organizational chart diagram is an excellent way to show your personnel structure.



Existing businesses and franchises will already have an organizational structure. Franchisers provide their franchisees with all the necessary operating procedures and manuals, whereas a startup business will have to create its management and operational plan from scratch.

For key personnel, include position titles and a brief description of position and person's qualifications. You can write this out or add the information to your organizational chart.

Include any future company position in your chart or as a written description.

Example:

Customer Service: as the business expands with an online store, a customer service department will be created to facilitate customer inquiries, returns, and online shopping experience. We estimate the need for two part-time representatives located on the east and west coast and full-time department manager position

Professional Advisors

These are independent resources hired to help various aspects of the business. If applicable, add to your business plan and organizational chart.

- Mentors/Mentorship programs
- Consultants

- Key Advisors (Legal, Financial, Labor, Insurance, etc.)
- Educators (Personal development, Productivity, Communication, Sales, etc.)

Compensation Plan

Some business plans include a simple breakdown of the compensation plan for management and current and future staff (salary, hourly rate, benefits, incentives, commissions, bonuses, etc.) Other plans, like my E2 business plan, only include this information with the financial breakdowns over the five years.

Example:

	Year 1	Year 2	Year 3	Year 4	Year 5
John Smith	22,000	22,000	27,000	30,000	33,000

SECTION 7: OPERATIONS

In many business plan books and templates, this section seems to get left out. That's unfortunate because it's a significant section for our E2 business plan.

The Operations section explains how our business will run daily. However, it's unnecessary to include all the details, so be brief and to the point in your explanations.

Which areas to cover will depend on the type of business you have.

Production

- Physical & Digital products
- Production or services process
- Production timeline/milestones
- Suppliers and/or manufactures
- Materials sourcing
- Quality Control
- The shelf life of the product/expiry date

Legal

- Regulations/permits/licenses/bonding
- Intellectual property (trademarks, patents, copyrights, product usage license)
- Contracts/agreements
- Terms & Conditions
- Disclaimers
- Privacy policy (customer information, website)
- Insurance
- Employment laws

Location (Physical)

- Building type/zoning/codes
- Hours of operations (regular, US holiday and your personal religious holidays)
- Type of production/manufacturing facility
- Construction

Location (Online)

- Website, e-commerce store (Shopify), Landing pages/funnels, third party retailer (Amazon)

- Post business hours purchases/bookings

Equipment, Furniture, and Technology

- Purchase, rental or lease
- Planned upgrade
- Maintenance/technical support

Inventory

- Control, store, turn-over and manage products
- Self-storage or dropship (example: Amazon)
- Software management
- Shipping & receiving

Order fulfillment and Customer Service

- Minimum orders
- Payment processing, credit/merchant fees
- Distribution to customers
- Customer communication, sales, returns, follow-up
- Account management systems

For some businesses, like a startup, you may not have all the necessary components in place. Briefly explain the current process and how that will change in the future.

Example:

A clothing business that is outsourcing production to a manufacturer with plans to invest in the necessary equipment and warehouse space to self-produce. That is to ensure a higher level of quality control, less shipping costs, production based on demand and not manufacturer's minimum requirements, expansion of staff, and the ability to expand the product line.

Overall, keep in mind how your business will operate to provide and maintain quality to customers while reducing costs to ensure profits at the same time.

SECTION 8: FINANCIALS

The financial statements monitor the heart of your business. They include income, cash flow, expenses, budgets, payroll, and so on. And are tied to every decision made in the company.

The financials can be one of the most intimidating parts of the plan. You can create the statements yourself, but it's always recommended to obtain some financial assistance from an accountant.

There are many free templates available online, for myself, they needed a lot of work to figure out, especially the calculating formulas, nor did they produce the graphs I needed.

In the end, I found and used paid online software to guide me through this process. I felt confident to do this because my business model is not complicated. The software I used produced all the statements I needed for my business plan. I have listed it and a few other software options in the resources section at www.e2visabusinessplanning.com/bonus-downloads.

Also use that link to download a free Microsoft Excel template that includes a start up / investment costs breakdown, a detailed employee schedule with compensation, and a three-year budget and projection worksheet that you can customize and easily expand.

You can simply transfer the information from the template into any online software that you feel comfortable using to generate all the necessary charts and statements.

For the example business plan for Restored Coffee & Tea LLC in chapter 13, I used the Excel template first and then I transferred the information into the LivePlan software. The final statements used in the book are what LivePlan created.

It must be said that you have a lot more control with a template than with any financial software. This is especially true when trying to include all the state, city and county business taxes. Some software companies do offer you the ability to customize a template specifically for your business at an extra cost.

The Financial Statements

Before presenting your financial statements, include any necessary explanations for the reader to fully understand what the numbers represent.

Startup Costs / Investment

The first thing will be presenting a breakdown of your investment funds to show the original source of the money and how you “risky” (spent) that money in your business. This is an overview of your past purchases/business related invoices. A copy of these invoices will be provided with your E2 application and not in the business plan’s appendix.

In my E2 business plan, I only included the categories of all my business related purchases with the amount spent in each category and a detailed breakdown in the appendix. An overview of the investment is also shown in the example plan in chapter 13.

5-year Financial Projection Statements To Include

- **Revenue/Income/Profit + Loss Statement (P+L):** sales assumptions and existing businesses will have previous years income & expenses available
- **Expenses:** assets purchased like equipment or property, taxes, etc.
- **Personnel:** this is your staffing assumptions and compensation plan in detail
- **Financing:** origin of your funds and the amount
- **Balance Sheet:** shows how much the company is/will be worth overall
- **Cash Flow:** Shows there is enough cash to stay operational (pay bills, etc.)
- **Break-even Analysis:** Shows when the business becomes profitable (optional)

Existing businesses will have more detail than startups, yet both will have to prove that the company is sustainable through the numbers.

SECTION 9: APPENDIX

Any relevant information that the US Consular needs to know is always written in the main parts of the business plan. Often people skip over the appendix and could miss reading some vital information.

And to help keep your plan organized and easy to follow, avoid including every detail. Detailed items that support the information in the main sections are to be in the appendix.

To help keep some flow to your plan, organize your items in your appendix in the same order as your plan’s sections and numbered accordingly for easy reference.

Here are some items to possibly include in an Appendix.

- Letters of Intent and/or Key contracts with interested customers, suppliers
- Endorsements: testimonials from customers/clients, media articles or list of appearances on television
- Legal: licenses, permits, trademark, patents
- Technical drawings: products or building blueprints/plans
- Executive resumes (no photos)
- Market research details

- Marketing material: brochures, business cards
- Pictures of the business, displays, product packaging
- Location map or list if multiple locations
- Supplemental information from sections of the business plan: charts, statistics, graphs or tables, budgets, detailed financial data

The appendix section is only for reference and is not necessary to include in your business plan. That will be up to each of you to decide when you write your plan.

Chapter 13: **BUSINESS PLAN: RESTORED COFFEE & TEA
LLC**

In this chapter is a full business plan for a fictitious coffee and tea shop so you can see how all the information is put together and use as a guide whilst writing your plan.

After writing this chapter, I went back and review my original E2 business plan. Because things change in business all the time, I needed to revamp my original plan. I've already mentioned in this book that business plans should always be periodically updated, especially the financials.

After reviewing my original plan, I consider the plan in this book to be better written. Yet, that original plan got me my E2 visa. The point is to stop stressing because a business plan is never perfect. Focus on communicating what your business does and how it will operate to the best of your knowledge. With experience, you'll have a deeper understanding of your business and the US market.

On a side note, the revenue projections in the financials section of the Restored Coffee & Tea LLC are only for four years. That was to save time and space in the book. A standard E2 business plan will always show projections for five years.

Make sure you download your business plan workbook at www.e2visabusinessplanning.com/bonus-downloads as I coach you through an entire business plan by having you answer questions in each category. Feel free to add any other categories that you feel is necessary to the type of business you have. Any further questions, you can contact me at info@tinakallimanis.com.

You now have all the tools you need to create a successful E2 visa business plan without paying a lot of money for someone else to write it for you.



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1.0 EXECUTIVE SUMMARY

1.1 Company Description Summary

Ms. Jane Doe is the owner and CEO of Restored Coffee & Tea LLC, based in Seattle, Washington, the heart of America's coffee culture.

Ms. Doe understands that a coffee shop today still resembles its ancient culture origin where people gathered together for many different social activities. Patrons engaged in conversation, listened to music, played games and kept current on the latest news.

In essence, a coffee shop was and still is a *people* business first and foremost.

And creating a communal space where people come to socialize is Ms. Doe's vision and mission.

Included in this communal space will be the often overlooked tea drinking market by offering steeped tea made on the same high-quality level that coffee drinkers experience and expect.

There is a science to brewing the perfect cup of coffee and steeping the perfect cup of tea and Restored Coffee & Tea LLC understands that science so our customers experience that perfect taste each time.

1.2 Products & Services Summary

Restored Coffee & Tea LLC's main products are coffee and tea along with other beverages and light fare food.

Most coffee shops focus on one type of specialty bean. Ms. Doe's coffee shop focuses on three world-renowned full-body floured specialty coffee beans chosen for being grown in high-elevation mineral-rich soil, Ethiopia Harrar, Hawaii Kona, and Kenya AA.

Restored Coffee & Tea LLC's commitment to tea drinkers has created an opportunity to set the new quality standard for loose leaf tea in the Seattle market. Ms. Doe chooses teas that are processed with the Orthodox method that delicately handles the leaves to ensure minimal breakage and preserve the tea's complex flavours. That sets Restored Coffee & Tea LLC apart from the competitors who serve low quality, overly crushed bagged tea often found at your local supermarket.

We offer a wide variety of loose leaf blended teas with different levels of caffeine from black, oolong, white, herbal, and more.

Ms. Doe is working with a local vendor to consciously source the highest quality coffee and tea possible.

Another revenue source for Restored Coffee & Tea LLC, that supports Ms. Doe's mission, is renting out part or all of the coffee shop after hours for private events and the mezzanine section during working hours for semi-private social events or meetings.

1.3 Industry & Marketing Summary

Seattle's Starbucks took coffee culture to a whole new level in America by influencing where and how people consume their hot, or even ice cold, cup of coffee. Even with the large success of Starbucks, independent coffee shops do succeed, even in the same city where Starbucks originated.

One of the keys to success for independent coffee shops is to know your market and personalized their experience.

The Ballard neighborhood where Restored Coffee & Tea LLC is located is predominantly made up of two demographics, Millennials and Baby Boomers. From a local survey, over 40% percent of the local residents prefer to stay in the neighbourhood for their entertainment, shopping, dining (includes coffee) and general social activities.

Restored Coffee & Tea LLC's target market is split between these two generations and the marketing will be different for each one.

The first are the Millennials who have a strong presence on social media. Our marketing efforts will also have a strong presence online to connect with this demographic. We will educate and entertain our audience online and run promotions encouraging our patrons to promote their experience at our coffee shop online.

Our second market is the Baby Boomers who are retired or nearly retired. This market has strong community ties in the neighbourhood and expects convenience and a positive experience when shopping, dining (includes coffee) or socializing in the neighbourhood. Reviews and reputation is more word-of-mouth as opposed to online ratings and reviews that influence our Millennial market.

Furthermore, Ms. Doe understands that in order to build community and create lasting relationships with customers, the business needs to do the same within the neighbourhood. Restored Coffee & Tea LLC will be hosting or sponsoring local events and partnering with fellow businesses in the neighbourhood for cross-promotions.

Ms. Doe's strategy is to make Restored Coffee & Tea a name that's top-of-mind for those living and visiting the neighbourhood.

1.4 Management & Organization Summary

Drawing from her former experience managing a Starbucks, Ms. Doe will direct operations at Restored Coffee & Tea LLC with a staff of five to assist with general operations and serving the highest quality to our customers.

Coffee shops are known for their baristas. At Restored Coffee & Tea LLC we have Baristas who are also Teaologists. A Teaologist is an expert in the science behind making a great tasting cup of tea. We will have two full time Barista/Teaologists and two part time along with a part time Assistant manager who is forecasted to become full time by year two.

1.5 Financial Summary

Ms. Doe invested \$95,000 into Restored Coffee & Tea LLC. The source of funds for her investment originates from the sale of her house in her home in Bristol, England.

The funds have already been spent on tangible assets like equipment and renovations to start up this brand new establishment.

\$80,378 USD total was spent with a remaining \$14,622 USD secure in an escrow account to be used as operating cash. We project to keep a positive operating cash flow for the following years of operation with an average increase of 28,500 each year.

2.0 COMPANY DESCRIPTION

Restored Coffee & Tea LLC is a coffee and tea shop in Seattle, WA, that offers its customers a bright experience under those cloudy grey skies with our uniquely brewed coffee and eloquently steeped tea.

2.1 Legal Structure

Restored Coffee & Tea LLC was formed as a limited-liability corporation as of October 2019 in the state of Washington with Ms. Jane Doe as the owner of the company.

2.2 Founding Members/Key Management

Ms. Jane Doe will occupy the position of Chief Executive Officer (CEO) who also owns 100% of Restored Coffee & Tea LLC.

Ms. Jane Doe holds a B.S. degree in Hotel and Restaurant Management from the University of Bristol, England. She started working at Starbucks whilst working on her University degree and continued after graduation. She was very quickly promoted to manager and then district manager and enjoyed learning the operations of a successful coffee shop and its culture.

Ms. Doe appreciated the quality and care put into making a good cup of coffee and noticed a lack of quality in making a good cup of tea in Seattle, a problem with 95% of the other coffee shops in the city. Ms. Doe decided to her own coffee shop to include a place for tea drinkers.

2.3 Mission Statement

Our mission is to melt the 'Seattle Freeze' over a hot beverage for our patrons by restoring a sense of community and connection with anyone with different tastes.

2.4 Business Location

Restored Coffee & Tea LLC is located in the historic part of the trendy neighbourhood of Ballard that features an assortment of historic buildings occupied by various "mom & pop" small businesses.

Our coffee and tea shop is carefully designed to match the style of our patrons, making them want to take a piece of the shop home with them, which they can with our own brand of coffee & teas and accessories.

Furthermore, we matched our shop's atmosphere with the neighbourhood by featuring a mix of vintage and modern flair with our high lofted ceilings, new and vintage warm coloured wood furniture pieces, and colourful accessories on our neat and clean white walls.

The neighbourhood has experienced a lot of growth with the completion of three new 100+ unit residential buildings with street-level commercial office rental space. There are also plans for a new seven-story boutique hotel to be built in 2021.

Our shop will not be affected by any of the construction but will benefit from the influx of new residents and other small businesses in the area. The neighbourhood has a lot of foot traffic and has a walking score rating of 97%.

Our physical address for Restored Coffee & Tea LLC 's is 11 Ballard Ave NW, Seattle, WA, 98107

We are also found online at www.RestoredCoffee.com and on various social media sites.

2.5 Company's History

Restored Coffee & Tea is a startup company shaking up the old coffee shop model by merging two ritualistic drinking practices. Other coffee shops in the "coffee capital of America" city of Seattle

have left the tea market wide open, and this has 'left money on the table'.

Coffee shops not correctly serving the tea market average a profit of only 2.5% of its sales. Restored Coffee & Tea has the potential to be profitable beyond the standard.

Restored Coffee & Tea, is the vision of owner Jane Doe after multiple visits to her favourite US city that left a bitter taste in her mouth, literally. Ms. Doe was often served burnt and low-quality tea. Originally from Bristol, England, Ms. Doe will bring her cultural expertise to making the perfect cup of tea and coffee to Seattle.

2.6 Development & Milestones

Ms. Doe's has invested \$95,000 USD into Restored Coffee & Tea LLC. These are personal funds that originated from the sale of Ms. Doe's home in the UK.

Ms. Doe's goal is to make Restored Coffee & Tea a mainstay of beverage options in the northwest corner of Seattle in the Ballard neighbourhood within the next five years of operations. Making our coffee and tea shop the must-go-to place in our customer's daily ritual.

We'll be creating a unique blend of coffee and tea culture in one place to meet a genuine unmet need in the community. A space where coffee and tea drinkers can enjoy their beverage of choice and continue their morning ritual with the highest standards together.

Furthermore, from her experience in the food and beverage industry she knows to focus on building a great reputation, long lasting customer relationships, and providing excellent customer service.

Ms. Doe values a company culture that creates a community in the workplace and with its customers.

Our company milestones 2019/2020:

- Coffee shop design complete by October 2019
- Launch a social media campaign to promote new opening with tea selections November 2019
- Acquire E2 visa by end of December 2019
- Hire and train employees November 2019
- Complete renovations by December 20, 2020
- Soft launch December 2020 holidays
- Official opening January 1, 2020

3.0 PRODUCTS + SERVICES

3.1 Specialty Coffee + Tea Beverages

Restored Coffee & Tea LLC employees Baristas/Teaologist who are both well versed in the art and science of brewing coffee and steeping tea.

We offer our customers a hearty menu of specialty blended and roasted coffees. We only serve top blends ethically sourced from many places around the world. These specialty coffee blends are also available for our customers to purchase at our shop.

Specialty coffee we offer:	Coffee Menu
<ul style="list-style-type: none"> • Ethiopia Harrar • Hawaii Kona • Kenya AA Coffee 	<ul style="list-style-type: none"> • Espresso 2.75 • Americano 2.85 • Macchiato 3.15 • Cappuccino 3.15 • Caffe latte 3.15, 3.75, 4.25 • Mocha 2.75, 4.35, 4.85

Like our atmosphere, our shop's signature methods to brew the best coffee are vintage resembling a science experiment with a modern twist.

Our first method is a manual pour-over style glass Chemex coffeemaker invented in 1941. The second is a dramatic method called Siphon Brewing that was developed in the 1840s that forces the boiling water into a separate coffee chamber.

We have a wider selection of teas that are also ethically sourced. Customers browse our tea menu with over 50 varieties off loose leaf teas that are also available for bulk purchase for that excellent tasting cup of tea at home.

Loose leaf tea we offer: (hot, all sizes 3.25)	Various tea beverages we offer: (\$3.50 - \$3.75)
<ul style="list-style-type: none"> • Black: Assam and blends • Green: Japan and blends • Oolong: blends • White: blended • Chai: blends • Herbal: blended • Rooibos: blended 	<ul style="list-style-type: none"> • Tea lattes freshly brewed with steamed milk & lightly sweetened • Chai blended with spices are steeped together with milk and lightly sweetened • Ice tea fusions with seasonal fruits, herbs & freshly squeezed juices

There is a science to steeping tea that depends on the type of tea. Each type requires different water temperature and specific steeping time. Multiple steeps can be produced from the original that's why we offer free refills with the proper amount of re-steeping time.

A little less fancy than the coffee methods, we use a more modern approach with our specialty kettles that allow us to program the correct temperature water for each tea. Because if the water is too hot, it could burn the tea.

Aside from the coffee and tea, we also serve alternative drinks such as hot cider with chai, hot chocolate, and juices.

3.2 Food Menu

Our atmosphere is quite inviting with ample comfortable seating because many of our customers plan their day to be at Restored Coffee & Tea LLC.

For those long working or study days or those business lunches, we offer a selection of healthy food to help keep our customer's energy up. Each item on the menu includes the best coffee or tea pairing suggestions.

Sandwiches	Salad	Bakery
\$7.50	\$8.00	\$2.00 - \$4.00
<i>Avocado & Toast:</i> fresh avocado, chili flakes on sourdough bread	<i>Mixed Green Salad:</i> Fresh greens, toasted walnuts & tomato with our house made fresh thyme & Matcha dressing	Chocolate brownie, carrot muffin, date squares, chocolate chip cookies, almond biscotti, banana bread, croissant, various bagels
<i>Roasted Chicken or Veggie Wrap:</i> chicken breast, fresh greens, cucumber salad & mint mayo wrapped in a gluten free tortilla	<i>Wild Rice and Sweet Potato Salad:</i> fresh spinach, rice, dried cranberries, garlic, carrots, green onion with our specialty house dressing	

We are supportive of our customer's dietary allergies and restrictions; we offer a variety of non-dairy specialty milks such as almond, coconut and oat as well as vegan and gluten-free food and pastry options.

Ms. Doe has personally experienced what many locals have revealed to her in conversation about the lack of fresh salads available in the area. Restored Coffee & Tea will fulfill that need with plans to expand the menu based on customer's feedback and needs.

3.3 Accessories

Our customers want the flexibility to make their well-tasting brews of coffee and tea at home. So, we provide our own brand of coffee and various coffee and tea making equipment such as:

Accessories we offer:		
•	Frieling Polished Stainless Steel French Press	\$55
•	Hario Technica 5-Cup Coffee Syphon	\$90
•	Soma Sustainable Pitcher	\$40
•	Baratza Encore Conical Burr Coffee Grinder	\$110
•	Bonavita Variable Temperature Electric Kettle	\$50
•	Coffee & Tea Filters	\$10-15
•	Restored Coffee & Tea branded: mugs, tumblers, and t-shirts	\$15 - 25

3.4 Services

Coffee and tea tasting bar when our customers want to explore outside of their routine, but don't know where to start, or for tea drinkers curious about coffee and vice versa. We offer sampler menus that narrow down our selection of over 50 teas and unique custom blends of our coffees. Each menu is built around taste preference, caffeine amount and social interactions.

We also provide lessons on how to brew a rich tasting coffee and steep the perfect cup of tea using our accessories.

Tastings and lessons are provided by our staff of well-informed and trained Baristas/ Teaologist.

3.5 Event Space

Keeping with our community-building mission, we offer our space for private and social events, like Meetup, that can rent the whole cafe or just the top mezzanine portion.

All event bookings are required to purchase our drinks but not our food since they are prepackaged. We allow outside catering for food and deserts.

4.0 INDUSTRY ANALYSIS

4.1 Industry Overview

The Seattle coffee market is the largest in the country, it's part of the city's culture to have a cup of warm or iced coffee in your hand, and with so many coffee shops to choose from, you don't have to go far to quench your taste buds whilst getting a hit of energy from the caffeine.

According to the International Coffee Organization, Finland and Sweden are the top two nations with the most coffee consumption. This blends well with Seattle because the Scandinavian settlers in the area, especially the Ballard neighbourhood, heavily influence the city's culture.

No matter what the season is, and there is only really two seasons, super sunny in the summer and very rainy in the winter, the coffee culture doesn't slow down.

According to the BBC, "Seattle-based coffee company Starbucks comes out on top in the US with more than 13,500 outlets." Starbucks still dominates the market with its locations offering convenience. On the personal front, customers of 12 local neighbourhood coffee shops were surveyed and offered a preference for smaller independent coffee shops that offer a unique brew and vibe. "Starbucks is too mainstream" was the general consensus of our survey.

With the coffee industry casting a typical Seattle cloud on the tea market, tea drinkers have been mainly excluded.

"I didn't know green tea isn't supposed to taste bitter." was the reaction of many Seattle tea drinkers once they were informed that there's a science to making tea. Baristas are well versed in brewing coffee, with new and vintage methods to improve the customer experience, but they are untrained at knowing the science behind making a proper cup of tea. Thus making it difficult for our tea drinkers to find a properly steeped tea in the city that doesn't taste burnt.

There are only six specialty tea shops in Seattle with a population of over 700 thousand and the demand for quality tea is increasing. One tea shop has expanded to their 5th location in less than two years. This leaves tea drinkers to have to travel to certain parts of the city to enjoy a good cup of tea. Also limits their options or even the opportunity to make a morning cup of tea a ritual, like coffee, during their daily commute to work.

The market size for hot drinks in the US in 2017 was estimated at around 17,246.6 million with coffee having the majority share. With new awareness in the health benefits of drinking tea, it is now the fastest growing hot beverage in the US since 2018.

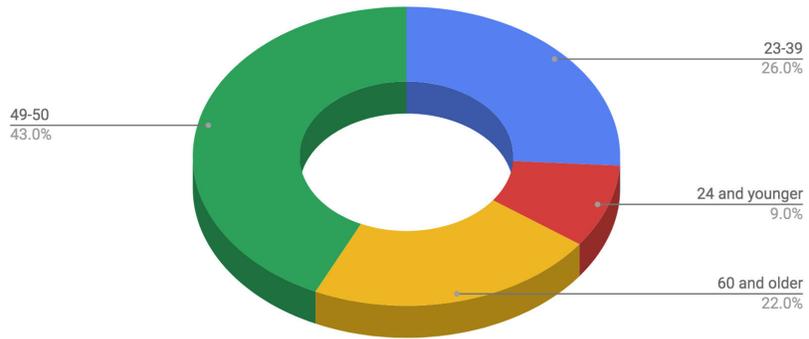
Fruit and Herbal tea is the fastest growing segment for its variety of blends with Green tea rising to second place with the rising popularity amongst Millennials. Green tea has been promoted in the media for its health benefits because of its antioxidant properties. This is estimated to help increase the market growth of tea consumption in the next couple of years this.

Black tea holds 75% of the market out of 80 billion servings of tea according to the Tea Association of the U.S.A. Black tea is a premium product that can stand on par with its premium coffee cousin by offering variations to cater to market demands.

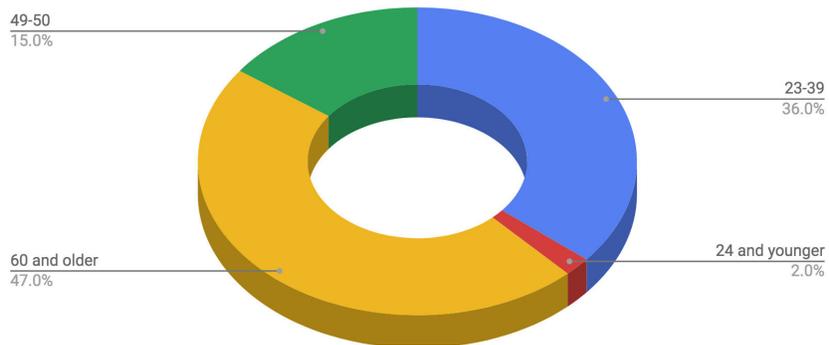
The demographics in Ballard is made of the two largest tea drinking populations, millennials and baby boomers with the latter drinking up to three cups a day.

4.2 Market Segmentation

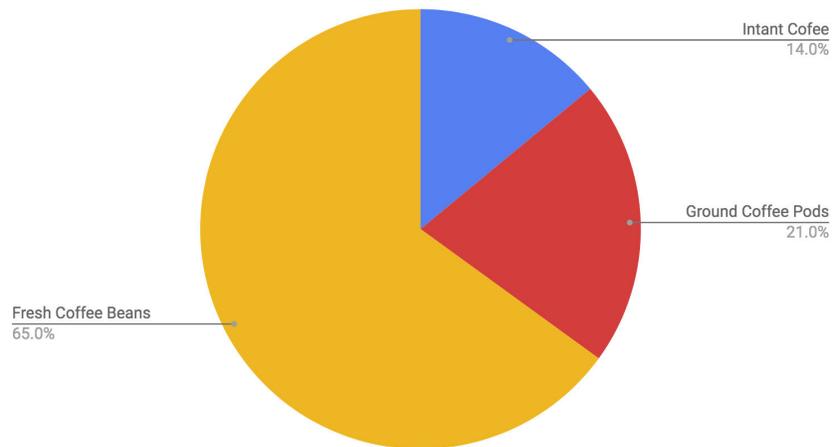
COFFEE MARKET SEGMENTATION 2019



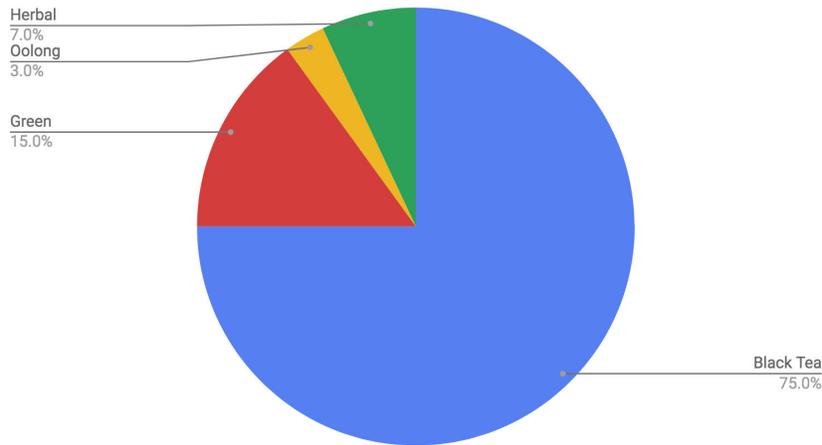
TEA MARKET SEGMENTATION 2019



COFFEE SEGMENTATION



TEA SEGMENTATION



4.3 Industry Trends

- With the influence of online “influencers” showcasing their lifestyles on YouTube or Instagram, the secondary character of their videos and posts has become specialty-brewed cup of coffee.

This has helped create a “hot-drink in hand” lifestyle amongst millennials that grew specialty coffee sales up 35% to over \$7 billion in 2018. Specialty coffee is already mainstream and is actually influencing the tea drinking lifestyle to become mainstream because of that psychological desire to be “different” tea is now becoming the “hot-drink in hand” alternative to coffee.

- Borrowing from the wine and tea industry, coffee “cupping and tasting” classes are now available for the coffee connoisseur. These classes create a new coffee experience that measures the texture, acidity, flavour and after-taste of some of the finest artisan coffee blends.
- New brewing methods are bringing a new excitement to coffee drinkers and attracting the younger Gen Z crowd who have a strong craving for anything that is not traditional coffee. Gen Z also prefers plant-based alternative milks like oat, almond, rice, and cashew that taste good and can still function like real dairy when it foams. As of 2018, [48% of 18 to 24-year-olds now drink coffee](#).

4.4 Competitive Analysis

There are four other competitors with Restored Coffee & Tea LLC in Ballard and each of them has their strengths and weaknesses. The chart below compares each coffee shop and shows how Restored Coffee & Tea LLC sets itself apart from each one.

	C.A.P. Roasters (Coffee and Packages)	Daytime Blenz	3rd Cup	Le Parisian Café
Years in Business	3	5	6	Less than 1 (9 months)
Number of Locations	1	1	10 locations around WA state	1
Hours	Mon - Sun 6:30am-	Mon - Fri	Mon - Fri 6:30am-	Mon - Fri

	6:30pm	6:30am-3:30pm	9:00pm Sat - Sun 8:00am-8:00pm	7:00am-6pm Sat - Sun 9:00am-5:00pm
Business Plan / Direction	Make shipping enjoyable with delicious coffee and snacks. Partnered with Amazon to host an Amazon Locker in their shop/cafe.	"Making coffee and breakfast a top combo" is their motto. Small-targeted coffee shop serves great coffee and grab-and-go eats.	A popular chain that serves great coffee and a variety of foods	An upscale café with fresh specialty brews of coffee and tea.
Target Market & Consumers	Working professionals who are local homeowners who want coffee and a comfortable and safe place to send and receive packages due to high rates of porch thefts.	Morning & afternoon hospital staff that are starting their shift or looking for an afternoon energy boost with a good cup of coffee and a quick bite to eat.	Well balanced	An older European crowd
Pricing Structure	<ul style="list-style-type: none"> •Coffee: \$3.50-\$6.50 •Tea: \$2.50-\$4.00, •Shipping: Standard post office, UPS & FedEx prices 	<ul style="list-style-type: none"> •Coffee: \$3.50-\$6.00 •Tea: \$2.75-\$4.00 •Muffins \$5.00 •Croissants \$4.00 •Breakfast Sandwiches \$6.99 •Breakfast wraps \$6.99 	<ul style="list-style-type: none"> •Coffee: \$4-\$6.00 •Tea: \$3-\$4.50 •Water \$1.00 •Soda \$2.00 •Juices \$2.50 •Donuts \$2.50 •Croissants \$4.00 •Bagels \$3.50 •Breakfast Sandwiches \$6.99 •Breakfast wraps \$6.99 •Chips \$1.00 	<ul style="list-style-type: none"> •Coffee: \$5:00- \$7.00 •Tea = \$4.00-\$5.50 •Croissants \$5.00
Most Popular Item	Tall Caramel Latte w/Cinnamon (Signature Brew)	Freshly made wraps and sandwiches	House blend coffee	Espresso
Least Popular Item	Tea (All bag tea you can find at a grocery store, low quality)	Muffins (overpriced)	Tea (All bag tea you can find at a grocery store, low quality)	Latte (too much foam)
Operational Flow	<p>Busy:</p> <ul style="list-style-type: none"> •Mon - Fri 7:00am-9:00am & 4:30pm-6:30pm •Sat - Sun 8:00am-10:00am & 3:30-5:30pm <p>Steady flow throughout each day</p>	<p>Busy:</p> <ul style="list-style-type: none"> •Mon - Fri 7:00am-3:30pm with only slow period 11:00am-1:00pm 	<p>Busy:</p> <ul style="list-style-type: none"> •Mon - Fri 7:00am-10:00am & 3:30pm-9:00pm with only slow period 11:00am-2:00pm •Sat - Sun 8:30am-11:30am & 3:00pm-8:00pm with only slow period 12:00pm-2:00pm 	<p>Busy:</p> <ul style="list-style-type: none"> •Mon - Fri 7:30am-11:00am & 2:00pm-5:00pm with only slow period 11:00am-2:00pm •Sat - Sun 9am-1pm with only slow period 1:00pm-5:00pm
Marketing/Advertising	Basic signage with sandwich board on	Basic signage with sandwich	Basic signage with sandwich board	Giant banner sign. with sandwich

Plan	street. No ads or fliers. No community integration/local acceptance plan.	board on street. No ads or fliers. No community integration/local acceptance plan	on street. Corporate ads. Set up a small stand at the local farmers market. Participates in local events like Art walk and Fundraisers	board on street. No ads or fliers. No community integration/local acceptance plan
Search Engine Optimization (SEO Strategy)	No website, Yelp 3.5 stars, Google 4 stars	No website, Yelp 4 stars, Google 4 stars	Solid corporate website, Yelp 3 stars, Google 4.5	No website, Yelp 2 stars, Google 3 stars
Social Media Integration	Limited presence on Instagram and not many followers	Limited presence on Instagram and Facebook with not many followers.	Strong Facebook and Instagram presence by company and consumers	No Facebook and Instagram presence
Strengths	Solid concept with the integration of the Amazon locker really brings in foot traffic	Their food options are healthy, quick and their lines move in a smooth flow during busy times, well managed	Popular brand	Fresh brewed tea is a huge draw along with one of the strongest espressos in the city
Areas of Improvement	Lack of variety, no snack or breakfast option. Space is small with limited seating. No events or promotions at this time. Main motivation to visit is to pick up/ send packages. Drinks are secondary.	Limited drink options, usually a place like this carries multiple items like water, juice and soda Is missing out on another potential revenue stream	Huge staff turnover rate causing inconsistent service hence the varying review scores	Staff attitude, common complaints are a stuck-up snotty judgmental attitude from the owners and workers
Restored Coffee & Tea Comparison	Centred on drinks. Ample seating, events focused, variety of coffee, tea and fresh food. Online presence.	Value an online presence. Multiple streams of income. Open longer and on weekends. Broader clientele. Located on main street with lots of foot traffic.	Focus on consistency with staff and service. Non-corporate and can change to meet customer needs. Higher quality tea and more coffee culture-centred.	Value an online presence including social media. Focus on friendly staff and customer service and community integration. Larger options of tea and coffee.

4.5 Barriers to Entry

The coffee shop market in Seattle has a medium barrier to entry. Competitors may experience some difficulties with the high start up costs. With all the competition in the “Coffee Capital” of Seattle, you will need to be in a prime location and pay the now high rental rates that came after the city’s growth spurt in the last five years. The city’s expansion created a high cost of living and new competitors need to factor in a \$15 minimum wage.

4.6 Risks Analysis

Risks that may affect Restored Coffee and Tea are the neighbourhood construction projects, the possibility of an increase in the current high cost of rent, and potential disruptions with our international coffee producers and suppliers. These can affect our service, and cause financial losses.

5.0 SALES + MARKETING

Curiosity around a new coffee shop in the neighbourhood will naturally attract some initial customers. The goal is to create a long-term relationship with those customers, the coffee drinkers whilst welcoming the tea drinkers.

Our marketing plan is to create more sustainable by going beyond the normal of putting up a sign and depending on the local community to patron your coffee & tea shop. Especially in a city known for its vast amount of coffee shop choices.

'Getting the word' out and creating a stronghold in the Ballard neighbourhood is imperative. Also, creating multiple streams of revenue will help stability and will require different methods and channels of marketing.

5.1 Target Market

Ballard has a large and very busy Farmer's Market all year round on Sunday that attracts many millennials and baby boomers. These two are our target market.

First, the environmentally and socially conscious **millennials** (25-40) who shop locally. They work mainly in Seattle's tech industry or Amazon. They also live within walking distance and tend to commute by foot around the neighbourhood. They don't own a car because they can simply order up an Uber to take them to their destination. They are social media savvy and well versed in coffee making trends. They expect high quality artisanal coffee and respect organic custom blend teas.

Second, are the retired or near retirement **baby-boomers** (55-75), who have been living in the neighbourhood for years. They frequent the shops along the main street of Old Ballard where we're located. They are loyal and keep their services within the neighbourhood like, their hair stylist and nail artist.

Baby boomers are always looking for an inviting coffee shop to meet with their friend during the day, or before dinner reservations at one of the popular restaurants down the street. They respond more to word-of-mouth and expect convenience around their schedule that's full of either appointments or browsing the main street shops.

There are also many baby-boomers with therapeutic practices in the neighbourhood that service the millennial market.

5.2 Advertising/Promotional Strategy

- **Happy Hour** is a staple in the city that goes beyond the food industry. We'll offer a paired down happy hour menu between 4-6pm everyday with discounts on our beverages, pastries, packaged coffee, tea and accessories. Happy hour is frequented by millennials and baby boomers.
- **Community engagement:** Sponsoring & hosting local events: Ballard Crit cycling race, Ballard ArtWalk, Seafood Festival, therapeutic practitioners association meetings or simple social gatherings after work.
- **Tour groups and tour websites:** Ballard Ave is a historical landmark district excellent for visitors to the city. Discounts offered to visitors with receipt who have booked a tour.
- **Local event planners** looking for a space to rent.
- **Facebook groups:** there are Facebook groups for specific neighbourhoods to promote their businesses and discuss issues that affect small and local businesses.
- **Meetup groups:** there are many active groups in the city and neighbourhood. Organizers are always having a tough time finding a venue to host their groups (book club, game night, writing, etc.). We'll be reaching out to group organizers who will be a good match to host their

groups at our shop for a minimal fee. This will also expose our shop to residents from around the city.

5.3 Associations/Partnerships/Joint Ventures

- Member of local Business Alliance (formally Ballard Chamber of Commerce) for networking, hosting community meetings and local advertising
- Partnership with local gym down the street offering pre-workout caffeine boost and relaxing 'recovery' drinks with a post workout healthy sandwich or salad.
- Partnership with popular French restaurant down the street to upgrade their tea selection to more exotic flavours that we can supply

5.4 Website Strategy

This is important because our demographic has a strong presence online

- Every patron who logs onto our WiFi will have to do so with permission through our website.
- From there we'll offer a sign up form to become a "Restored Insider" member, the name plays on restoring yourself from the inside. We offer discounts on our merchandise, beverages and food. We will be presenting a secret discount code for a specific beverage each day to our members.
- This will build our email list and buyer's list
- Online store to purchase coffee, tea and merchandise and have it shipped to your home, also
- Calendar booking: reserve and pay for the mezzanine space through the website

5.5 Social Media Strategy

Having an online presence and creating online content is a must these days. The main channels will be Instagram, Facebook, TikTok, Yelp, and YouTube. The main strategy will focus on our customers posting on social media. We'd do a campaign around photo contests with searchable hashtags that will promote our shop and products.

Our tasting events will be edited and shared on YouTube and from there onto the other platforms. Our content will be daily, except YouTube, it will be weekly. Our coffee & tea shop is a personality, a brand that people can interact with the staff and owner. This strategy is also about investing in our mission to build a community offline *and* online.

We take great pride in the selection of coffee and teas. There are many social media influencers who live locally in Seattle who have a prominent online following. We will be sending our products for review along with an invite to visit our shop to film a review video and participate in our coffee and tea tasting events.

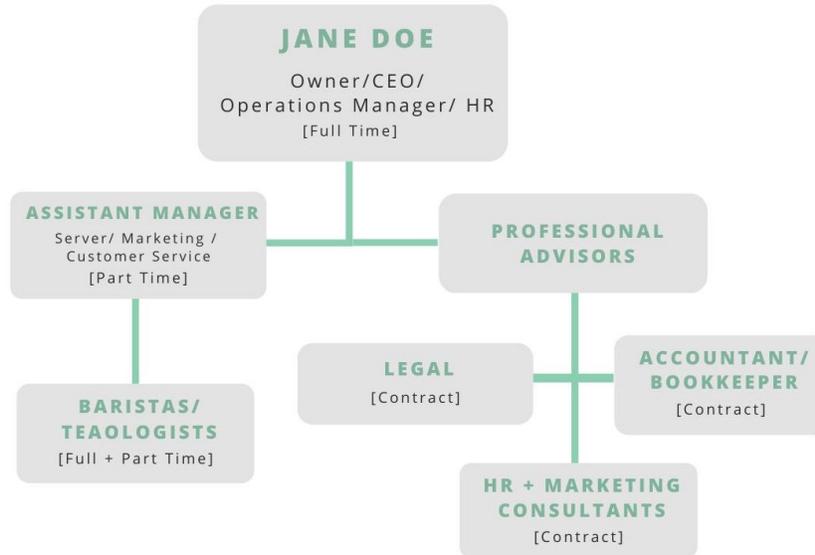
Furthermore, there are many local magazines that feature lists rating the top coffee shops in the city. Our objective is to provide the top service with quality products to gain a place on those lists.

5.6 Price Positioning

The Ballard market, unlike other markets in Seattle, offers items at a higher price point that includes service tips averaging 20-25%.

6.0 MANAGEMENT + ORGANIZATION

6.1 Management Structure



Jane Doe, owner: business development, advertising, management of staff and all operations including event manager for the bookings of the separate mezzanine space, product sourcing and development, and managing the online membership and marketplace.

6.2 Personnel + Compensation Plan

Staff will be hired and receive paid training late 2019 during the setup of Restored Coffee & Tea LLC. Independent contractors and professional advisors will be retained starting January 2020 when the company is up and running.

All staff will receive paid 10 minute breaks for every four hours worked and a 30 minute unpaid meal period if working more than a five hour shift. Time and a half will be honoured for staff that work over 40 hours in a week. That is not required for independent contractors.

	Yr1	Yr2	Yr3	Yr4	Yr5	2019	2020	2021	2022	2023	2024
Owner	FT	FT	FT	FT	FT	\$364	\$39,495	\$30,976	\$30,976	\$30,976	\$40,976
Assistant Manager	PT	FT	FT	FT	FT	\$340	\$19,154	\$28,911	\$28,911	\$28,911	\$34,813
Barista/Teaologist 1	FT	FT	FT	FT	FT	\$292	\$23,232	\$24,781	\$24,781	\$24,781	\$27,259
Barista/Teaologist 2	FT	FT	FT	FT	FT	\$292	\$23,542	\$24,781	\$24,781	\$24,781	\$27,259
Barista/Teaologist 3	PT	PT	PT	PT	PT	\$292	\$14,869	\$14,869	\$17,346	\$17,346	\$19,080
Barista/Teaologist 4	PT	PT	PT	PT	PT	\$292	\$7,434	\$7,434	\$7,434	\$7,434	\$8,177
Barista/Teaologist 5	/	/	PT	PT	PT	/	/	/	\$7,434	\$7,434	\$8,177

Assistant Manager: goal is to promote barista/teaologist to assist owner with sales, staffing, product quality, visual merchandising, customer service, and operations. Will go to full time status in year two.

Barista/Teaologist: sales, serve beverages and food, host coffee & tea tastings, clean, customer service. More staff to be hired starting year three, or earlier if needed and financials support increase in staff.

Accountant/Bookkeeper (independent contractor): record daily financial transactions (purchases, receipts, sales and payments), prepare financial statements, taxes, and so on.

6.3 Professional Advisors

Legal - corporate attorney to advise on business legal matters

Human Resources Consultant - will advise Ms. Doe on HR policies and procedures that are compliant with labor laws, and offer solutions to any problems. Service to be acquired at start of business and each new year for updates on best practices.

Marketing Consultant - an outsource service to assist with creating and implementing marketing strategy, managing online social media and offline promotional campaigns, write advertising copy for website and products. Consulting service to at the start of business and quarterly for rest of the year. Service will vary in the future based on marketing results.

7.0 OPERATIONAL PLAN

7.1 Location + Hours

We have two locations, the main one being a physical shop in 'Old Ballard' neighbourhood in Seattle, WA. The second location is an online ecommerce store.

Our hours of operation are:

Monday - Friday 6:00am - 6:00pm & Saturday - Sunday 8am - 4pm

Sunday's are expected to be our busiest days due to the large farmer's market that consistently draws in thousands of people. We will require a minimum of three employees working that day to handle the volume.

Event Rental Hours:

Weekday evening rentals: 7:00pm – 10:00pm

Thursday, Friday and weekend evenings for the entire space. Mezzanine rentals are available during the day.

7.2 Lease

Restored Coffee & Tea LLC holds a five-year lease, with option to continue, for a 1,300 sq. ft. space that holds 50 customers comfortably. The layout includes a semi-private mezzanine with an unobstructed view of the historic main street.

Monthly Lease is \$3,250 per including triple net (insurance, maintenance, property taxes). We also have an agreement to be able to cancel and transfer the lease if our E2 visa is not granted or renewed.

7.3 Local Regulations

All the appropriate zoning, licenses, serving requirements and inspections have been met.

7.4 Building Improvements + Opening

Restored Coffee & Tea will be a newly renovated coffee shop in a space previously used as clothing retail shop.

Ms. Doe is working with an award winning retail design firm to map out the best and most cost effective layout for her coffee shop. The firm has designed and branded many coffee shops.

All equipment installation and renovations will be completed by December 20th, 2019 with a two-week buffer before our grand opening on January 1, 2020. During that time, we will determine if everything is completed and ready for a possible soft opening during the holidays before official opening. Over 50% of visitors to the Ballard neighbourhood come to dine out and shop, especially during the holidays.

7.5 Parking

The shop is on a main street with limited street parking that gets full by 11am with a two hour limit and free on holidays. Each Sunday the street is closed for the farmer's market until 4pm when the vendors finish tearing down.

The coffee shop is a few minutes walk from two main bus routes. There are also many shared bikes available to easily move around.

7.6 Ecommerce

We are also located online on various social media platforms (Facebook, Instagram and LinkedIn, TikTok) and our website. www.RestoredCoffee.com

The website will be hosted through the top ecommerce platform, Shopify for a monthly fee. We have full access to our site and need no special coding skills to set up. The platform offers many automation tools for taxes, shipping, customer service and more. The platform can automatically connect with our main coffee shop accounting software for our accountant to have access to all parts of the business in one place.

7.7 Inventory

Inventory management will be very important for our beverages, food and accessories.

Accessories (mugs, t-shirts, tumblers), coffee and tea will be sourced through our local wholesaler with limited inventory stocked at the coffee shop.

Products sold through our website will be processed at a local Amazon fulfillment centre. These items will be automatically drop-shipped through Amazon. Returns and customer service will be handled by Amazon and tracked through our website.

There is no inventory to be managed online. All items will be print-on-demand and automatically sent to Amazon fulfillment centre. Ms. Doe will oversee the inventory for the coffee shop to make sure it falls in line with her budget when restocking items. Also important is managing our product (milk, syrups, etc.) expiry dates in our system.

Both in-store inventory and online activity can be managed through our QuickBooks accounting software.

7.8 Product Display + Environmental Sustainability

Main product display will be on a large shelf on the wall opposite the service bar. The self-serve water station will be positioned in front of these shelves to drive customers towards our products. Product price and promotion info will be placed in a sleek picture frames will be placed on the shelves next to each product.

Another shelf will be placed under the menu next to the line to order. Here we will display Restored Coffee & Tea branded mugs and to-go tumblers only.

Customers can purchase a mug or tumbler that we will wash for you to enjoy your coffee or tea in and receive 10% off. Bring in your own mug or tumbler to also receive 10% off. This is to support the values of the business and the community and reward customers who choose more environmentally friendly options. Our cups are also compostable with recyclable lids and sleeves.

7.9 Purchasing + Distribution Channel

Our model is to purchase from our wholesaler and then Restored Coffee & Tea sells directly to our customers. We will be working with a local wholesaler to source our exotic coffee, loose leaf tea, bakery items, alternative milks and sandwiches.

Our salads will be made fresh at our shop. We will source the freshest ingredients from local farms who are vendors at the farmer's market. Their deliveries will be Sundays, the day of the market. If we run out of supplies between delivery orders, there are 5 major grocery stores within 10 minutes.

We have an emphasis on freshness and will limit the amount of time we store food in the coffee shop. Day old bakery items not pre-packaged will be sold at a discount, or composted if not sold in time.

Our local wholesaler offers delivery three times a week.

7.10 Exterior Signage

Our large windows will feature coffee and tea vinyl decals, our opening and closing hours and free WiFi.

The exterior of the building will be painted black with gold door hardware to complement the 2nd floor old brick. Our shop's name will be painted in gold lettering and modern font.

Colour scheme is black, gold and white.

7.11 Interior Signage: Menu

As you enter, our menu will be displayed on the wall opposite of the door. It will be a large menu with white lettering on black chalkboard paint. Chalkboard markers will be used to have cleaner writing and to avoid anything erased if anyone brushed up against it. This also makes it easy for us to change/update the menu quickly.

Each part of the menu (coffee, tea, food) will be separated in sections and by a different colour with large lettering to make it easier to read.

Our service bar will have two sections, the order/payment and the pick up. The order/ payment section will be away from the entrance door with the menu wall next to it. This is to help avoid crowding near the entrance. Especially when people are trying to leave with their drinks because the pick up section will be the opposite corner near the door.

Next to the pick up will be the area to fix your drink with any sweeteners, milks, lids and sleeves.

We are fortunate to have high ceilings so the information will be placed high up to avoid patrons in line blocking the menu. Purpose is to keep a more efficient line, because having the menu behind the counter creates a delay at the counter. Many patrons have to be closer to read the menu or need more time to examine the options before ordering.

Lettering to be done by a local artist.

7.12 Interior Signage: Events

On the wall near the stairs to the mezzanine section will be a large roll of 18" Kraft white paper with industrial hardware. Here we'll feature our events, such as the tea/coffee tasting, and when the second floor is booked for a private event.

7.13 Point of Sale System

We'll be utilizing the ShopKeep point of sale system instead of a traditional cash register. This cloud-based system connects directly to our QuickBooks accounting software and our Shopify online store.

We want an integrated system that can also track inventory, manage employee attendance and their sales, offer a customer rewards program and give us detailed reports and analytics. All of these can be accessed and managed remotely.

The system allows us to accept all payment options like: credit, debit, cash, check, EMV chip cards, and mobile payments like Apple Pay and Google Pay with minimal fees to our business.

As part of their set up, the company will personalize the system to meet Restored Coffee & Tea's specific needs. They already serve many coffee shop businesses.

7.14 Display Packaging/Product Storage

It's customary for tea drinkers to smell the loose leaf tea before drinking.

On our counter at the order/payment section, we'll have samples of our teas for our customers to smell the "taste" before ordering. Each sample will be in a small 6" round tin canister with a clear window on the lid for customers to open and smell. The sample canisters, like all our packaging, will also have our logo on it to stay consistent with branding.

These small tin canisters will also be on our product shelves next to our prepackaged tea.

The tea that we serve will sit behind the counter and stored tightly in 3lbs large tin canisters. These specialty tea tin canisters are split into two sections. The bulk of the tea will be stored in the main part of the canister. We will be filling up the top part, which is accessible with a flip lid. This is to control freshness by not constantly oxidizing the bulk of the tea. We will work with smaller amounts at a time.

These canisters have been sourced, custom made and branded with Coffee & Tea's logo by our Chinese distributor.

Our wholesaler packages our coffee products in flat bottom coffee bags and our teas products in re-sealable and recyclable stand up pouches. In the future, we'd like to change our tea packaging to tin containers. Both product packaging will be colour coded according to the type of tea or coffee.

All deliveries will be inspected and signed off by Ms. Jane Doe.

7.15 Customer Service

All personnel will be an informational resource to our customers by knowing the menu and the brewing and steeping techniques as experts.

Along with cost-saving measures, technical and procedural training, our personnel will go through communication and basic sales training. Being able to understand how we communicate through body language, tonality and lastly our words will be essential rapport building skills. That builds and maintains customer relationships. Our personnel will be able to handle any emotional exchanges with customers more diplomatically.

7.16 Presentation of Space + Staff

A warm, clean, and comforting environment speaks volumes to customers. This extends to our staff and how they present themselves. Attitude of the staff will be happy, pleasant and always respectful to customers.

Their appearance will be clean and "put-together" with clean solid black pants (personal choice) with company branded black t-shirt showing our logo, which will be placed in the middle of the shirt front and back and a simple black cardigan over the t-shirt for any employee who feels cold. Extra shirts in various sizes will be available in the back for employees incase anything spills on their clothing.

7.17 Music

Atmosphere is nothing without music. With respect to copyright laws, will be using an online subscription music service specifically licensed for businesses. We are able to produce commercial-free playlists to create the perfect mood for our shop. This is something that we can't create with a radio station.

7.18 Maintenance

Our priority is to keep a very clean and maintained space and equipment. Every night the coffee shop will be scrubbed down and equipment cleaned. We expect to run our 2-minute clean high powered dishwasher several times a day and a final clean at the end of the day for our mugs, plates and cutlery.

We have two unisex bathrooms that will be cleaned each hour and restocked (toilet paper, tissues, and feminine products) as needed. Each bathroom will have environment friendly high-powered hand dryers installed.

All our cleaning products will be eco-friendly industrial products.

Furthermore, our wholesaler offers equipment and maintenance service should anything breakdown.

7.19 Equipment

All new equipment will be purchased for Restored Coffee & Tea LLC and installed during our renovations in October and November 2019. Everything will include a warranty and hold a higher resale value. These assets are detailed in the financials section.

8.0 FINANCIAL PLAN

8.1 Startup Costs / Investment

Restored Coffee & Tea LLC will have a single source of funding. Funds will come from the profits from the sale of Ms. Doe's UK home.

The amount (USD funds) invested in the business:

September - December 2019	
Assets (Equipment + Furniture)	\$27,881
Expenses (Renovations, Operations, Staff Training, Employment taxes)	\$52,497
Operating Cash Flow for opening (in escrow)	\$14,622
Total Investment	\$95,000

A full financial model featuring the following is available at the end of the business plan.

8.2 Revenue

8.3 Direct Costs

8.4 Personnel

8.5 Expenses

8.6 Assets

8.7 Financing

8.8 Projected Profit + Loss Statement

8.9 Projected Balance Sheet

8.10 Projected Cash Flow

FINANCIAL PROJECTIONS: RESTORE COFFEE & TEA LLC

2019-2023

Revenue



Revenue	2019	2020	2021	2022	2023
Total Projected Income (Drinks, Accessories, Rental, etc.)	\$0	\$221,887	\$255,578	\$256,284	\$260,762
Totals	\$0	\$221,887	\$255,578	\$256,284	\$260,762

Direct Costs



Direct Costs	2019	2020	2021	2022	2023	
Direct Labor	\$2,336	\$148,161	\$152,756	\$164,065	\$141,489	
Salaries and Wages	\$2,072	\$130,126	\$134,152	\$144,063	\$124,279	
	2.1 Owner/CEO (FT Salaried Staff) (0.82)	\$364	\$39,495	\$30,976	\$30,976	\$34,074
	2.2 Assistant Manager (PT) (0.82)	\$340	\$19,154	\$28,911	\$28,911	\$3,180
	2.2 Barista/Teaologist 1 (FT) (0.82)	\$292	\$23,232	\$24,781	\$24,781	\$26,020
	2.2 Barista/Teaologist 2 (FT) (0.82)	\$292	\$23,542	\$24,781	\$24,781	\$26,020
	2.2 Barista/Teaologist 3 (PT) (0.82)	\$292	\$14,869	\$14,869	\$17,346	\$17,346
	2.2 Barista/Teaologist 4 (PT) (0.82)	\$292	\$7,434	\$7,434	\$7,434	\$7,805
	2.2 Barista/Teaologist 5 (PT)	\$0	\$0	\$0	\$7,434	\$7,434

	(0.82)					
	2.3 Accountant/Book Keeper/Payroll (0.82)	\$200	\$2,400	\$2,400	\$2,400	\$2,400
Employee- Related Expenses	\$264	\$18,035	\$18,604	\$20,002	\$17,210	
Totals	\$2,336	\$148,161	\$152,756	\$164,065	\$141,489	

Personnel (1 of 2)

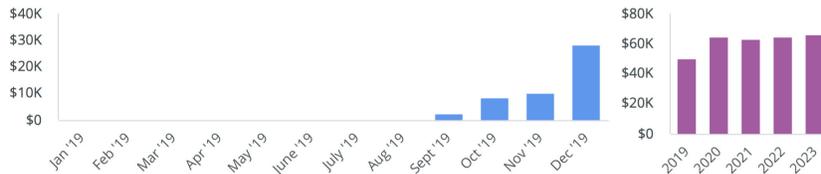


Personnel	2019	2020	2021	2022	2023	
Head Count	0.64	11	11	11	11	
Average Salary		\$3,238	\$12,316	\$12,546	\$13,447	\$11,607
Revenue Per Employee		\$0	\$20,172	\$23,234	\$23,299	\$23,706
Net Profit Per Employee		(\$83,606)	(\$56)	\$2,838	\$1,755	\$3,614
Direct Labor	\$2,336	\$148,161	\$152,756	\$164,065	\$141,489	
Salaries & Wages		\$2,072	\$130,126	\$134,152	\$144,063	\$124,279
2.1 Owner/CEO (FT Salaried Staff) (0.82)		\$364	\$39,495	\$30,976	\$30,976	\$34,074
2.2 Assistant Manager (PT) (0.82)		\$340	\$19,154	\$28,911	\$28,911	\$3,180
2.2 Barista/ Teaologist 1(FT) (0.82)		\$292	\$23,232	\$24,781	\$24,781	\$26,020
2.2 Barista/ Teaologist 2 (FT) (0.82)		\$292	\$23,542	\$24,781	\$24,781	\$26,020
2.2 Barista/ Teaologist 3 (PT) (0.82)		\$292	\$14,869	\$14,869	\$17,346	\$17,346
2.2 Barista/ Teaologist 4 (PT) (0.82)		\$292	\$7,434	\$7,434	\$7,434	\$7,805
2.2 Barista/ Teaologist 5 (PT) (0.82)		\$0	\$0	\$0	\$7,434	\$7,434

	2.3 Accountant/Book Keeper/Payroll (0.82)	\$200	\$2,400	\$2,400	\$2,400	\$2,400
	Employee-Related Expenses	\$264	\$18,035	\$18,604	\$20,002	\$17,210
Other Labor		\$5,350	\$3,850	\$3,850	\$3,400	
	Salaries and Wages		\$5,350	\$3,850	\$3,850	\$3,400
	3.1 Lawyer (0.8)		\$2,400	\$2,400	\$2,400	\$2,400
	3.2 Marketing Consultant (0.8)		\$2,500	\$1,000	\$1,000	\$1,000
	3.3 HR Consultant (0.8)		\$450	\$450	\$450	\$0

Personnel	2019	2020	2021	2022	2023
Totals	\$2,336	\$153,511	\$156,605	\$167,916	\$144,888

Expenses (1 of 2)



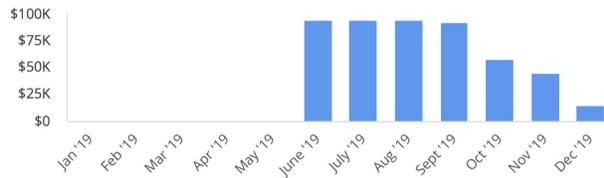
Expenses	2019	2020	2021	2022	2023
4.1 Rent [\$27/Sq. Feet at 1300 Sq. feet]	\$8,775	\$35,100	\$35,100	\$35,100	\$35,100
4.2 Triple Net \$3 (real estate taxes, building insurance, maintenance)	\$975	\$3,900	\$3,900	\$3,900	\$3,900
4.3 Security Deposit (Fully/partially refundable)	\$2,000				
4.4 Utilities 1 (Water/Gas/Garbage/Power)	\$795	\$3,180	\$3,384	\$3,852	\$3,852
4.5 Utilities 2 (Telephone/Internet/Cable)	\$360	\$1,440	\$1,440	\$1,560	\$1,630
4.6 Business Insurance	\$405	\$1,680	\$1,680	\$1,740	\$1,810
4.7 Business License & Registration	\$256	\$256	\$256	\$256	\$256
5.1 Supply 1 (Core/Coffee, Tea, Food, Etc.)	\$1,200	\$11,186	\$11,186	\$11,098	\$12,078
5.2 Supply 2 (Admin/Office/POS)		\$1,750	\$600	\$600	\$700
5.3 Supply 3 (Cleaning/Maintenance)	\$250	\$600	\$600	\$600	\$650
5.4 Supply 4 (Cups/Napkins/Plates/Etc.)	\$800	\$878	\$825	\$930	\$1,078
5.5 Supply 5 (Uniforms/Hats/Aprons/Etc.)	\$1,100	\$250	\$250	\$250	\$250

8.1 Music License		\$50	\$50	\$60	\$60
8.2 Alarm System	\$310	\$420	\$480	\$500	\$520
8.3 Misc.		\$3,000	\$3,000	\$3,000	\$3,000
9.1 Media/ Advertising/ Marketing (Flyers/Yelp/Etc.)		\$1,135	\$840	\$960	\$1,077
Construction (startup)	\$23,685				
Visa + Legal Fees (startup)	\$5,500				
Signage (startup)	\$500				
Permits/Licensing (startup)	\$750				
Computer/Office Supplies (startup)	\$2,500				
Totals	\$50,161	\$64,825	\$63,591	\$64,911	\$66,061

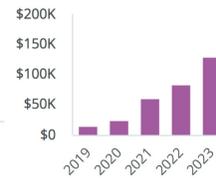
Excluding cash, accounts receivable, etc.						
Assets	2019	2020	2021	2022	2023	
Long-term assets	\$26,871	\$22,706	\$18,541	\$14,389	\$10,275	
	La Marzocco Linea (3 Group) Espresso Machine (1)	\$14,898	\$12,691	\$10,484	\$8,277	\$6,070
	Chemex (3)	\$138	\$87	\$37	\$0	\$0
	Espresso grinder (2)	\$1,326	\$1,132	\$938	\$744	\$550
	Bulk coffee grinder (1)	\$488	\$417	\$345	\$274	\$202
	Ice machine (1)	\$945	\$805	\$665	\$525	\$385
	Pastry display case (1)	\$193	\$164	\$136	\$107	\$79
	Double Panini Grill (1)	\$270	\$214	\$158	\$102	\$47
	Electronic Coffee Scale (2)	\$97	\$77	\$57	\$37	\$17
	Water Purification System (1)	\$338	\$288	\$237	\$187	\$137
	Microwave (1)	\$145	\$115	\$85	\$55	\$25
	Double-door Commercial Freezer & Fridge (1)	\$2,493	\$2,123	\$1,754	\$1,385	\$1,016
	Under-counter Refrigerator (1)	\$2,053	\$1,749	\$1,445	\$1,141	\$836
	Under-counter Dishwasher (1)	\$1,446	\$1,232	\$1,018	\$804	\$589
	Furniture + Lighting	\$2,043	\$1,613	\$1,183	\$753	\$323

Financing

Projected cash in 2019



Cash at year's end



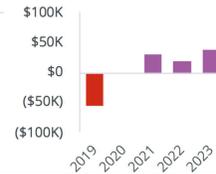
Financing	2019	2020	2021	2022	2023
Amount received	\$95,000				
	E2 Investment Funds (startup)	\$95,000			

Projected Profit & Loss (1 of 3)

Net profit in 2019



Net profit by year



Projected Profit & Loss	2019	2020	2021	2022	2023	
Revenue	\$0	\$221,887	\$255,578	\$256,284	\$260,762	
Total Projected Income (Drinks, Accessories, Rental, etc.)	\$0	\$221,887	\$255,578	\$256,284	\$256,284	\$260,762
Direct Costs	\$2,336	\$148,161	\$152,756	\$164,065	\$141,489	
Direct Labor	\$2,336	\$148,161	\$152,756	\$164,065	\$164,065	\$141,489
Salaries & Wages	\$2,072	\$130,126	\$130,126	\$134,152	\$144,063	\$124,279
2.1 Owner/CEO (FT Salaried Staff) (0.82)	\$364	\$39,495	\$39,495	\$30,976	\$30,976	\$34,074
2.2 Assistant Manager (PT) (0.82)	\$340	\$19,154	\$19,154	\$28,911	\$28,911	\$3,180
2.2 Barista/Teaologist 1(FT) (0.82)	\$292	\$23,232	\$23,232	\$24,781	\$24,781	\$26,020
2.2 Barista/Teaologist 2 (FT) (0.82)	\$292	\$23,542	\$23,542	\$24,781	\$24,781	\$26,020
2.2 Barista/Teaologist 3 (PT) (0.82)	\$292	\$14,869	\$14,869	\$14,869	\$17,346	\$17,346

	2.2 Barista/ Teaologist 4 (PT) (0.82)	\$292	\$7,434	\$7,434	\$7,434	\$7,805
	2.2 Barista/ Teaologist 5 (PT) (0.82)	\$0	\$0	\$0	\$7,434	\$7,434
	2.3 Accountant/Book Keeper/Payroll (0.82)	\$200	\$2,400	\$2,400	\$2,400	\$2,400
	Employee Related Expenses	\$264	\$18,035	\$18,604	\$20,002	\$17,210
	Gross Margin	(\$2,336)	\$73,726	\$102,823	\$92,218	\$119,274
	Gross Margin %		33%	40%	36%	46%
Operating Expenses	\$50,161	\$70,175	\$67,441	\$68,761	\$69,461	
	Salaries & Wages		\$5,350	\$3,850	\$3,850	\$3,400
	3.1 Lawyer (0.8)		\$2,400	\$2,400	\$2,400	\$2,400
	3.2 Marketing Consultant (0.8)		\$2,500	\$1,000	\$1,000	\$1,000
	3.3 HR Consultant (0.8)		\$450	\$450	\$450	\$0
	4.1 Rent [\$27/Sq. Ft. at 1300 Sq. ft.]	\$8,775	\$35,100	\$35,100	\$35,100	\$35,100
	4.2 Triple Net \$3 (real estate taxes, building insurance, maintenance)	\$975	\$3,900	\$3,900	\$3,900	\$3,900
	4.3 Security Deposit (Fully/partially refundable)	\$2,000				
	4.4 Utilities 1 (Water/ Gas/ Garbage/ Power)	\$795	\$3,180	\$3,384	\$3,852	\$3,952
	4.5 Utilities 2 (Telephone/ Internet/ Cable)	\$360	\$1,440	\$1,440	\$1,560	\$1,630
	4.6 Business Insurance	\$405	\$1,680	\$1,680	\$1,740	\$1,810
	4.7 Business License + Registration	\$256	\$256	\$256	\$256	\$256
	5.1 Supply 1 (Core/Coffee, Tea, Food, Etc.)	\$1,200	\$11,186	\$11,186	\$11,098	\$12,078
	5.2 Supply 2 (Admin/ Office/		\$1,750	\$600	\$600	\$700

	POS)					
	5.3 Supply 3 (Cleaning/ Maintenance)	\$250	\$600	\$600	\$600	\$650
	5.4 Supply 4 (Cups/ Napkins/ Plates/ Etc.)	\$800	\$878	\$825	\$930	
	5.5 Supply 5 (Uniforms/ Hats/ Aprons/ Etc.)	\$1,100	\$250	\$250	\$755	\$250
	8.1 Music License		\$50	\$50	\$60	\$60
	8.2 Alarm System	\$310	\$420	\$480	\$500	\$520
	8.3 Misc.		\$3,000	\$3,000	\$3,000	\$3,000
	9.1 Media/Advertising/ Marketing (Flyers/Yelp/ Etc.)		\$1,135	\$840	\$960	\$1,077
	Construction (startup)	\$23,685				
	Visa & Legal Fees (startup)	\$5,500				
	Signage (startup)	\$500				
	Permits/ Licensing (startup)	\$750				
	Computer/ Office Supplies (startup)	\$2,500				
Operating Income	(\$52,497)	\$3,551	\$35,381	\$23,458	\$49,812	
	Income Taxes	\$0	\$0	\$0	\$0	\$5,944
	Depreciation and Amortization	\$1,010	\$4,165	\$4,165	\$4,152	\$4,114
	Total Expenses	\$53,508	\$222,500	\$224,361	\$236,979	\$221,008
	Net Profit	(\$53,508)	(\$613)	\$31,217	\$19,305	\$39,754
Net Profit %		0%	12%	8%	15%	

Projected Balance Sheet	2019	2020	2021	2022	2023
Assets	\$41,492	\$46,703	\$78,805	\$98,129	\$139,613
Current Assets	\$14,622	\$23,997	\$60,263	\$83,740	\$129,338
Cash	\$14,622	\$23,997	\$60,263	\$83,740	\$129,338
Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0

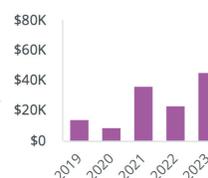
Long-Term Assets	\$26,871	\$22,706	\$18,541	\$14,389	\$10,275
Long-Term Assets	\$27,881	\$27,881	\$27,881	\$27,881	\$27,881
Accumulated Depreciation	(\$1,010)	(\$5,175)	(\$9,340)	(\$13,492)	(\$17,606)
Liabilities & Equity	\$41,492	\$46,703	\$78,805	\$98,129	\$139,613
Liabilities	\$0	\$5,824	\$6,709	\$6,728	\$8,458
Current Liabilities	\$0	\$5,824	\$6,709	\$6,728	\$8,458
Accounts Payable	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$1,613
Sales Taxes Payable	\$0	\$5,824	\$6,709	\$6,728	\$6,845
Equity	\$41,492	\$40,879	\$72,096	\$91,401	\$131,155
Paid-In Capital	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000
Retained Earnings		(\$53,508)	(\$54,121)	(\$22,904)	(\$3,599)
Earnings	(\$53,508)	(\$614)	\$31,217	\$19,305	\$39,754

Projected Cash Flow

Cash flow in 2019



Cash flow by year



Projected Cash Flow	2019	2020	2021	2022	2023
Net Cash from Operations	(\$52,497)	\$9,375	\$36,267	\$23,476	\$45,599
Net Profit	(\$53,508)	(\$613)	\$31,217	\$19,305	\$39,754
Depreciation and Amortization	\$1,010	\$4,165	\$4,165	\$4,152	\$4,115
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$5,824	\$885	\$19	\$117
Net Cash from Investing	(\$27,881)				
Assets Purchased or Sold	(\$27,881)				
Net Cash from Financing	\$95,000				
Investments Received	\$95,000				
Cash at Beginning of Period	\$0	\$14,622	\$23,997	\$60,263	\$83,740
Net Change in Cash	\$14,622	\$9,375	\$36,267	\$23,476	\$45,599
Cash at End of Period	\$14,622	\$23,997	\$60,263	\$83,740	\$129,338

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About The Author

Tina Kallimanis

Tina is an author, coach, behavioural, and communications strategist.

She's a practitioner/trainer of Neuro-Linguistics Programming and Hypnosis. Both regularly taught in business to help enhance communication skills, and provide advanced strategizing methods for goal development plus overcoming any obstacle.

Tina created a startup company and wrote her own business plan for her E2 Investor's Visa in 2016. She's always sharing her knowledge about the E2 process with others online.

Tina is Greek-Canadian originally from Toronto, Ontario Canada who lives and works in Seattle, WA.