University of Arkansas, Fayetteville

ScholarWorks@UARK

Finance Undergraduate Honors Theses | Finance

5-2016

Campus Concierge: A Business Plan to "Do College Better"

Hannah G. Birch
University of Arkansas, Fayetteville

Follow this and additional works at: https://scholarworks.uark.edu/finnuht

 Part of the Entrepreneurial and Small Business Operations Commons

Citation

Birch, H. G. (2016). Campus Concierge: A Business Plan to "Do College Better". *Finance Undergraduate Honors Theses* Retrieved from https://scholarworks.uark.edu/finnuht/33

This Thesis is brought to you for free and open access by the Finance at ScholarWorks@UARK. It has been accepted for inclusion in Finance Undergraduate Honors Theses by an authorized administrator of ScholarWorks@UARK. For more information, please contact scholar@uark.edu.

Campus Concierge
A Business Plan to "*Do College Better.*"

By

Hannah Birch
Sam M. Walton College of Business
BSBA in Finance and Accounting, 2016

Advisor: Dr. Timothy Yeager

An Honors Thesis in partial fulfillment of the requirements for the Bachelor of Science in Business Administration in Finance and Accounting
Sam M. Walton College of Business
University of Arkansas
Fayetteville, Arkansas

Table of Contents

Acknowledgments 3
Preamble: Honors Thesis Objectives and Outcomes 3
Campus Concierge Business Plan 9
1. Executive Summary 11
1.1 What We Offer 11
1.2 Who We Serve 11
1.3 What Drives Us 11
2. Company Description 13
2.1 Mission Statement 13
2.2 Principal Members 13
2.3 Legal Structure 14
3. Market Research 15
3.1 Industry 15
3.2 Customers 15
3.3 Competitive Advantage 16
3.5 Communication 17
3.6 Policy Influence 18
4. Service Offerings and Pricing 19
4.1 Services 19
4.2 Pricing Structure 21
5. Expansion 22
5.2 Existing Operating Locations 23
5.3 New Operating Locations 25
5.4 Funding 27
6. Financial Projections 28
7. Testimonials 29
7.1 Parents 29
7.2 Greek Partnerships 29
7.3 Students 30

Acknowledgments

I would personally like to thank my advisors, Dr. Timothy Yeager and Jeff Amerine, for helping me develop this work. Dr. Yeager's extensive knowledge within the financing space paired with Professor Amerine's experience with startups created a perfect combination of resources to create an applicable product that will have lasting benefits for Campus Concierge. I would also like to thank Bill Fox with the *Arkansas Small Business and Technology Development Center* for his free consultations and constant encouragement. Lastly, I am grateful for Anna and the entire staff at Campus Concierge. I am fortunate that they allowed me to come on board to consult on the business model and expansionary opportunities. Whenever I asked for research assistance, help in acquiring data, or clarification on an item, they were eager and willing to answer. The experiences I have had in order to create this document will be extremely beneficial in my future career. I wish all the success to Anna and Campus Concierge in their future endeavors.

Preamble: Honors Thesis Objectives and Outcomes

For my Honors Thesis, I desired a topic that would offer the opportunity for me to use my passion for business development to create a real world solution that could ultimately have lasting positive outcomes for a company. With this in mind, I decided to partner with Campus Concierge as a business consultant to address the challenges of growing a small corporation.

Campus Concierge is a local business operating out of Fayetteville, Arkansas since 2013. The company was founded by Steve and Beverly Morrison, a married

couple from Springdale, Arkansas who saw the need for student support services in college towns after providing for their own three children to attend post-secondary education. The concept of the business was to provide academic and concierge services to college students in order to ease the transition from high school. Quickly after opening, Steve and Beverly enlisted the help of their daughter, Anna, to run the company. Now, under Anna's leadership, Campus Concierge focuses on supplementing education by providing tutorial services, academic planning, and personal development engagements to encourage collegians to "*do college better."* After successful operations, management is ready to grow the business and move into new markets.

I have been involved with Campus Concierge since the company opened its doors in spring 2013 after I was contacted by a classmate to see if I would be interested in tutoring. At the time, I was looking for a little extra income and always enjoyed helping other students. Therefore, I agreed to jump on board. I began tutoring business classes and felt as if I made a difference in our clients' academic success.

Within the next year, I wanted to have more experience within management and use my skills to help the company gain success. I recognized that this business was filling a void within the academic space for collegians and could easily be expanded to supplement the academic careers of college students across the country. As a result, I began assisting the company with its first round of funding to achieve its growth aspirations.

Because of my involvement, I chose to revamp the business plan for Campus Concierge as my Honors thesis. My objectives were as follows:

1. Investigate strategic methods for expansion and find the most suitable option

for the business

2. Reconcile financial statements and create financial projections of current operations and potential expansions
3. Contextualize business goals, culture, and service offerings
4. Gain a better understanding of entrepreneurship specifically regarding business development and capital campaigns

I found that the struggle with start-ups is that there isn't clear documentation, and creating procedures takes time. Because there are so few people running the company, the process is difficult and often priorities have to be shifted in order to meet daily business flow. Over the course of this academic year, I worked with our CEO, Anna Morrison, to polish the business so that it is scalable across various locations. Anna and I worked to analyze operations over the past three years through reconciliation of financials, implementation of business processes, and application of financial forecasting. Keeping up with financial trends and changes were not a top priority for management—scheduling appointments and establishing contacts in order to fuel revenue were more essential. Therefore, while the company maintained accurate records of cash that was brought in and cash in the bank, little work was put into analyzing the break-even-points, identifying and controlling expenditures, or creating budgets for future periods. Because of the lack of focus in those areas, many of the services were only breaking even which led to out of date pricing and failure to consider expenses incurred due to new growth of the company Also, performance data of tutoring services and membership progress had been collected but not compiled to show general trends, successes, and pitfalls.

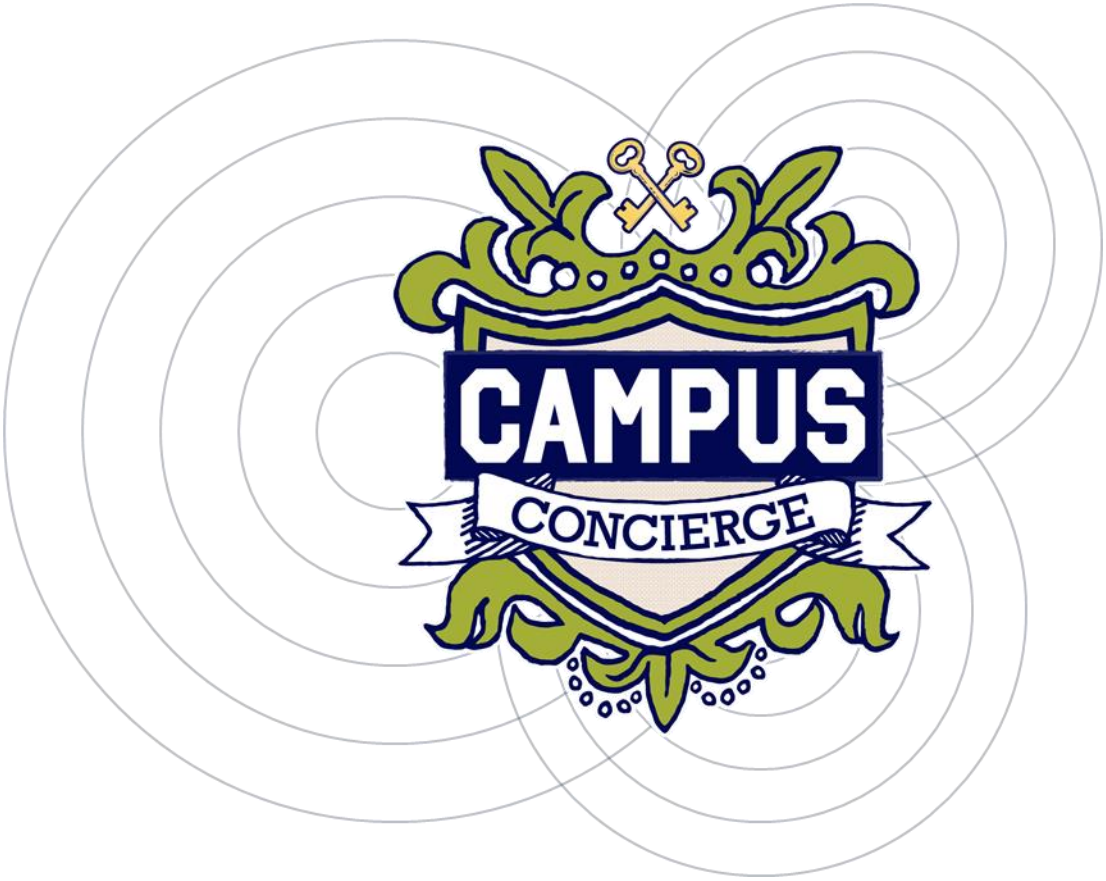
Working with Anna, I created templates and models that will help her to notice changes within the operating period through horizontal analysis, predict future income, and identify opportunities for improvement. More specifically, Campus Concierge now has an excel model to calculate proposals more consistently for Greek partnerships that easily produce word outputs, a financial performance monitoring excel document that tracks monthly changes across, a model that shows potential growth for the implementation of a new location, and a proforma file that allows for the adjustment of assumptions to create three year projections of current operations. Due to proprietary information, these files have limited access. The advisors on this thesis and Campus Concierge have both been provided a copy. Through the formation of these tools, I have been able to see what is successful, where the main drivers of the business are coming from, and where opportunities of growth exist in order to implement changes in Fayetteville as well as in the design of future operations. Implementing the use of these tools allowed me to strip down the old business plan and create an amended version that highlighted Campus Concierge's model more effectively. This business plan and financial models will be used as a guideline for Campus Concierge as it moves into the next phase of growth.

With the goal of expansion comes the need for funding. I performed research to gain a better grasp of different options to present to management. Equity and debt were both evaluated. I gained insight about angel investments and venture capitalists, as well as how to pitch to these groups. I then had the opportunity to help Anna create a presentation and meet with both types of investors. It was a unique and exhilarating experience to market the company to successful entrepreneurs in the area and gain

their feedback. I also had the opportunity to attend a meeting with a law firm to understand the deal-making process and gain a better grasp of the amount of contract work that goes into taking on an equity partner. From the debt perspective, I looked into convertible debt and small business loans since Campus Concierge would qualify for a loan that is guaranteed by the SBA. Bill Fox with the Arkansas Small Business Development Center worked with me to create a clearer picture of what payments and cash flows would look like if a loan was granted. From this, I learned the advantages and disadvantages of both options. Equity is expensive in terms of future income for the initial owner, requires giving up some level of ownership, and entails extensive legal work. However, it is not required to be paid back if the business fails and value can be created through the knowledge and synergistic opportunities of additional owners. Debt creates a financial restriction on the company because it must be paid back. However, by qualifying as small business, the government relieves some of the default risk to allow companies to obtain a feasible interest rate. Convertible debt allows the flexibility of both options; legal fees are less expensive and interest payments don't necessarily have to be paid back in cash every month. This also allows for more time to decide whether to pay it back to retain ownership or convert to equity in the future. After consulting with management on these options, the company is most interested in bringing on a partner to gain expertise in expansion. The key will be to convince a potential equity investor that the company can grow to a level where an exit is possible.

Throughout this entire experience, I have been able to apply the theoretical concepts I have learned in the classroom to a real world scenario, gaining insight as a business consultant. I have witnessed the challenges that start-ups face along with the

financial rewards. The skills I have learned and the opportunities I have been a part of will be invaluable throughout my career and will provide a great platform to launch off of as I enter the next chapter of my life.



Campus Concierge, Inc.

Business Plan

Anna Morrison, CEO

May 14, 2016

1. Executive Summary

1.1 What We Offer

Campus Concierge, Inc. is dedicated to enhancing student performance through a variety of academic support services that enable clients to "*do college better*". College is a major life transition and difficult to prepare for in advance. While often taking on a more rigorous academic schedule, students often lack the appropriate study methods to make them successful and constant monitoring they had in high school to keep them on schedule with their work. Through our individualized study calendars, tutorial services, educational workshops, and dedicated personnel, Campus Concierge offers several outlets to ensure students receive the support they need to excel throughout their collegiate experience while keeping parents informed about their student's progress.

1.2 Who We Serve

Campus Concierge is geared towards enriching the collegiate experience; therefore, our focus is aimed towards college students and their parents. We especially prefer to connect with younger collegians because we feel as if these students are adjusting to new surroundings and more rigor within the classroom. Based on a survey performed by the Center for Collegiate Mental Health in 2012, 16.1% of students sought out counseling for the first time.[i] According to CIRP survey, 84% of incoming freshmen believed they would graduate in four years, when in reality this is only around 40%. "There is a misalignment with reality and expectations," the CIRP survey reported.[i] Becoming independent and taking on more responsibilities can be exhausting while adding on a full academic load and deciding an appropriate career path. Our support services assist in this transition process, providing each student with the tools they need to excel academically. Beyond academics, we also encourage our clients to maintain balanced lifestyles to be actively engaged in his or her new environment. Parents' also feel a sense of security knowing that their child is being taken care of by the local support system we provide at Campus Concierge.

We also reach a wide audience by partnering with campus Greek organizations to provide group tutoring. Most organizations are mandated by their national organizations as well as campus departments to meet GPA requirements. We work together with each organization to identify popular classes that we will provide exclusive group review sessions for their members. Also, we provide an option for the organization to outsource the monitoring of their new members' academic performance and study hours to our staff in order to ensure they are staying on track.

1.3 What Drives Us

We believe that every collegian has the ability to achieve remarkable academic success—especially with a little support and added attention. Our goal is to give students the boost that they need by providing them with resources, advice, tutoring, and consistent encouragement; the Campus Concierge team strives to support students with all of their academic challenges. We make it our personal goal to tailor our program to meet the individual needs of each

student. We spend time getting to know our clients and creating strategies that will best help each of their specific needs. Ultimately, we provide a company culture that fosters a supportive community for our clients. Doing college better is a lifestyle to us and we want our clients to embrace that as well.

Throughout the past three years, we have seen the success that our students obtain by being a part of the Campus Concierge network because we provide a unique experience by connecting students with our support team who are sincerely dedicated to their success. We see our company not only being successful in Fayetteville, Arkansas, but in college communities all across the country. We want all students to realize that academic assistance can be the cool thing to do; it is not something to be ashamed about needing. Refer to testimonials in section 7 for greater insight into our success stories.

2. Company Description

2.1 Mission Statement

"Campus Concierge is dedicated to delivering academic services that exceed our client expectations by constantly developing our people, strengthening our services, and keeping our customers first. We are continually motivated and inspired to give each client the opportunity to reach his or her true academic potential and do college better."

The core of our business is people; from our staff and tutors to our clients, it is important that each person who walks through our door feels valued. We want every individual to leave Campus Concierge feeling better about his or her academic performance and potential. Because of this, each member of our staff is ready and eager to serve our clients in every capacity. Through this, we foster a culture that is inviting, comfortable, and enjoyable to be a part of for everyone. This is what makes us unique and motivates clients to continue coming back.

2.2 Principal Members

Anna Morrison, CEO: Anna, our fearless leader, has a background in Marketing at the University of Arkansas, graduating with her BSBA in 2011. At Campus Concierge, Anna is constantly providing encouragement and support for each client and staff member. While not only facilitating the company culture, she also maintains a vision for where the company is headed and is dedicated to see it come to fruition. Anna has a charismatic personality that draws people to her and a strong sense of loyalty that keeps them near. Just this past year she was recognized for her devoted leadership by being named *U.S. Small Business Administration's Young Entrepreneur of the Year* for Arkansas and the South Central Region as well as being recognized as one of Arkansas Business' *20 in Their 20s*.

Ryan Taylor, Operations Manager: Ryan is a 2016 MBA graduate from the University of Arkansas. He completed his undergraduate studies in Economics at Arkansas as well. Ryan joined the Campus Concierge team as an academic tutor in fall 2014 and came onto staff as Operations Manager in spring 2016. He plans to continue with the company and move into a director position to continue the operations at Fayetteville in fall 2016. He is passionate about entrepreneurship and growing Campus Concierge in new markets. Ryan brings a young perspective and charismatic personality that is relatable to our clients.

Tutors: With a network of over 120 contracted, tutors make up the core of our employees at Campus Concierge. We primarily acquire tutors that are current student or recent graduate. Most come with referrals from other employees. Once we have received their application and resume, we verify the grade requirements of 3.5, conduct a personal interview, and validate that he or she has taken the course in the past two years or has previous tutoring experience in the subject. This allows us to make sure that the tutor is relevant on the concepts in the course. All tutors are independently contracted therefore, if a tutor does not meet the satisfaction of our clients or staff, we are not obligated to continue using his or her services. This allows us to effectively control the quality of our services provided.

2.3 Legal Structure

College Campus Concierge, Inc. (Campus Concierge) is an S-Corporation in the state of Arkansas. Anna Morrison, CEO, controls 50% of the organization while Steve and Beverly Morrison own the remaining 50%. The company also holds a Registered Fictitious Name certification in Texas for “Campus Concierge Fort Worth.” Currently, Campus Concierge is in the process of obtaining a trademark registration for the slogan “*do college better*.”

3. Market Research

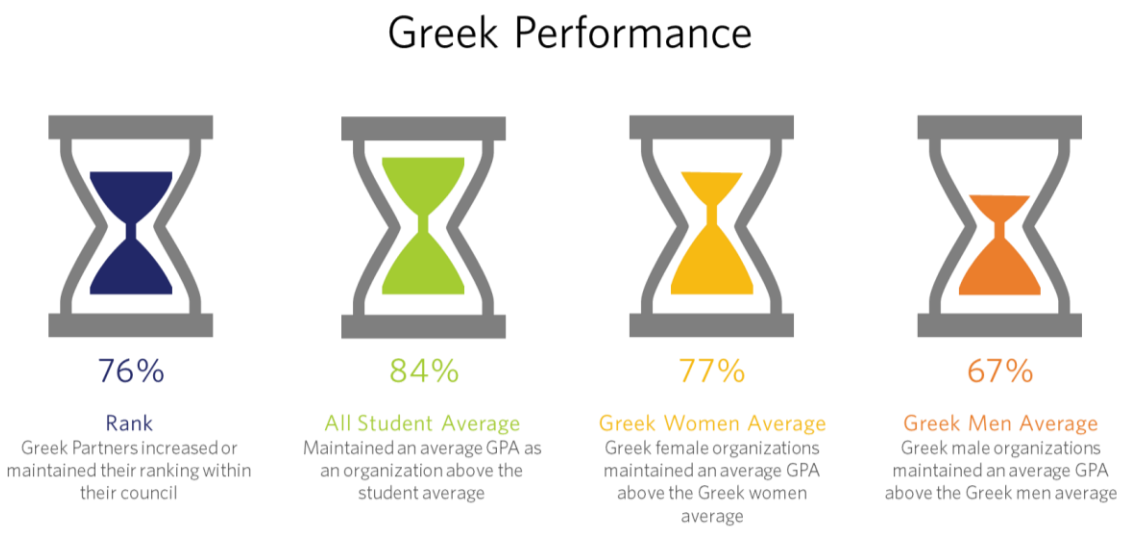
3.1 Industry

Campus Concierge fits within the student educational support service space. This includes advisors, academic coaches, tutorial services, career advice, professional development, and standardized test prep. We currently service Fayetteville, AR and Fort Worth, TX with aspirations over the next three to five years, to expand our reach to other college communities.

Within this market, we have positioned ourselves as a top tier service provider. Our premium pricing and above average tutor pay guarantee quality services and positive results for our clients. To monitor this, we constantly review tutor and client feedback after appointments in order to assess the effectiveness of our services and adapt accordingly.

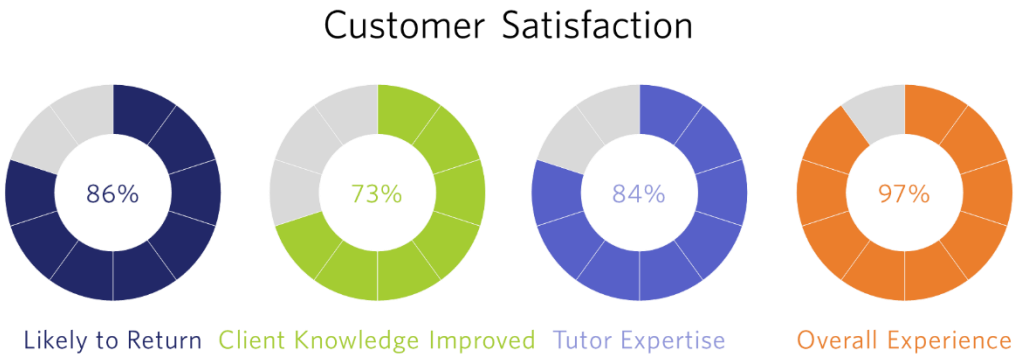
3.2 Customers

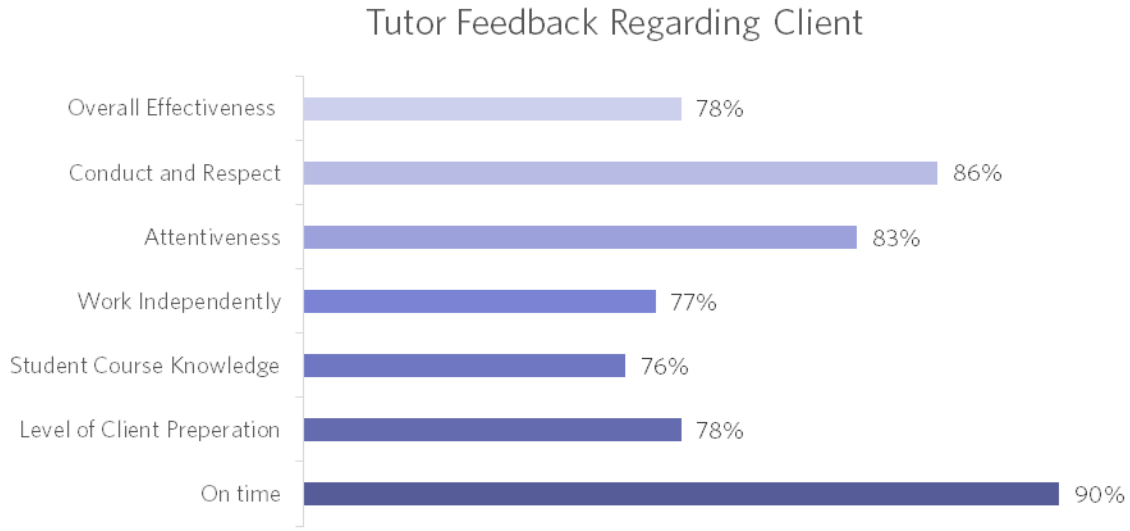
Our current customers include University of Arkansas students and parents, Texas Christian University students and parents, and Greek Organizations on those campuses. Our students are motivated to achieve success within their academic careers while also maintaining a healthy personal balance. Our devoted parents are kept up to date on their students' performance. Our Greek partnerships contract out our tutorial services in order to provide academic support for their members. The figure below is a summary of the success we have had with our Greek partnerships since 2014. Comparison data is referenced to GPA information provided publically by the University of Arkansas Greek Life website.[ii]



To acquire new customers, we sell our product by establishing relationships with students immediately when they come to campus through Orientations and "Welcome-Back" fairs. We leverage our existing Greek partnerships by encouraging their members to use our individualized services at a discounted rate. Also, Campus Concierge motivates current clients to promote and refer our services to their networks on campus by offering in exchange

free sessions or discounted rates.
Because we are focused on customer service, it is important that we obtain timely feedback from clients to assess our services. Through this we are able to address any concerns and remediate them. Below, visuals are provided that summarizes data collected from our clients and tutors after the end of an individual tutorial session.





3.3 Competitive Advantage

We believe we stand apart from our competitors because we take an individualized, relatable approach so that we can identify each client's core academic issues and provide solutions so they can reach their true academic potential. We do not just focus on academics but develop lifestyle changes. Because our people come first, we create an atmosphere where students feel comfortable and employ staff that are relatable to our clients.

Competition Comparison:

- Universities: Universities tutoring services are typically on a budget allocated from student fees and available on campus to all students as a service covered in tuition. Tutors are hired for semester or year-long terms after obtaining experience in the academic classes. Our clients report that these are lack-luster tutoring services. At Campus Concierge, our hiring system is rigorous and systematic. All tutors go through an initial resume screening and face-to-face interview before they are contracted,

many often coming with references from other employees. After each session, our clients provide feedback about the tutor followed by staff reviews of the performance. If the tutor fails to meet repeated client satisfaction, then we no longer contract his or her services. This ensures that we are constantly providing quality resources to all of our clients.

- Private Academic Coaching: These services are often backed by accredited individuals who have received education in this discipline focused primarily around a therapist model. Based on our investigations of local competitors, they tend to lack resources required to provide consistent tutoring for all types of classes. This stems from being typically smaller in size, serving fewer clientele, and different business goals. At Campus Concierge, we have an extensive network of over 120 tutors that we contract out for a variety of classes and offer a comfortable, familiar place for appointments to take place along with academic guidance and coaching similar to these professional services. Providing a full range of services is important because it allows our clients to practice the skills we have taught them, and they can receive everything they need under one roof.

- Independent Tutors: While independent tutors are typically orchestrated through student-to-student relationships, they often lack credibility, consistency, and reliability. Working with a single tutor limits scheduling flexibility and subject expertise. Campus Concierge has the infrastructure in place and network established to make sure that there is always availability to receive quality academic assistance upon request. Our staff is in place to fill our client's needs and schedules as quickly as possible. As a quality control, if a tutor does not meet the client's preferences, then we can easily find another match.

3.5 Communication

In order to build awareness and effectively communicate with our customers, we have established several media outlets, including: Instagram handle, website, blog, and Snapchat profile. Through these modes of communication, we highlight current operations, spotlight students' success, and provide academic tips and motivational texts.

For booking and scheduling appointments, our clients can call or text our office phone, request online, or make a visit in person. After, our office assistants work diligently to find tutors for the requested course in a time period that works with the client. The client and tutor then receive a personal text confirmation from staff. Also, through our third party operations platform FrontDesk, both clients and tutors setup individualized profiles which allows them to keep track of scheduled appointments by accessing schedules online and enabling email and text notifications.

Our members have top priority with staff. Communication is constantly open via phone, email, text, or personal visit outside of scheduled meetings. Staff members meet individually bi-weekly with members to track grade progress, walk through study plans, and discuss any academic challenges. To keep parents of members in the loop on their student's academic endeavors, we have privately shared online folders that contain tutor session reports logged after each visit by our tutor, updated summaries of progress meetings with staff, and grade

reports throughout the membership term with the permission of the student.

With our Greek partnerships, we conduct initial face-to-face meetings with both chapter officers and members in order to establish a direct line of communication with our clients. We then send out a form to our Greek partners asking for group session requests. Each Greek member interested is then placed in a group chat based on academic class with a staff member. Once the Greek academic chair notifies staff of an appointment request, the scheduled time is passed along to the academic chair via email and the students through the group chat.

3.6 Policy Influence

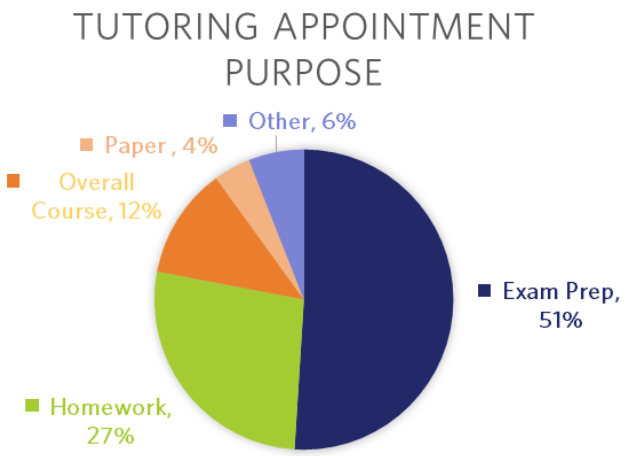
Our students are subject to academic integrity policies of the universities where they attend. Therefore, we need to be aware of and adhere to those policies in order to keep our clients in ethical standing with university mandates. We also have an academic integrity policy within our independent contractor agreement that all tutors must sign before administering tutorial services through Campus Concierge.

4. Service Offerings and Pricing

4.1 Services

4.11 <u>Academic Support Services:</u>

- Academic Tutoring
    - Private One-on-One
    - Small Group (2-5 clients)
    - Large Group (6+ clients)
- ACT Prep classes
- Professional Development Workshops
- Proctoring



4.12 <u>Campus Concierge Membership:</u> Our membership program is an individually tailored program designed to meet the academic needs of our clients. Through this program, we provide academic coaching and routine checkups to monitor student success. Detailed program information is located below.

- Initial GYST (Get Your Study Together) Program Consultation
    - Our initial consultation identifies core issues and potential weaknesses a student may face throughout the semester, targeting specific areas where we can proactively support a student. During this consultation, we also collect his or her goals, schedules, important dates, allowing us to tailor a customized plan for each client.
- Monthly Personalized Study Plans
    - Our monthly-personalized study plans have a proven success rate. We personally design these study plans specifically based on the student's classes, schedule, and difficulty level. In our study plans, we provide study suggestions and recommended tutoring times for the student to follow in order to receive their goal GPA. Parents receive a copy of this as well to keep them in the loop of everything their student has going on with school each day.
- Weekly Parent Reporting
    - At the end of every week we report back to parents with an update on their student's current well-being, updated tutoring log, and their student's tutoring session reports through a privately shared folder accessible online. Tutoring Session Reports are reports we require

our tutors to fill out after each tutoring session. These reports not only help us track our student's success, but provide information for parents about how the tutoring session went.

- Bi-Weekly Student Meetings
    - Our staff will meet with our members every two weeks to receive an update on their grades and see how everything else in their lives is going. During this time, we take the opportunity to encourage our members and offer any advice we see fit through discussions about career goals, resume building opportunities, professional development, and academic scheduling. We will also check to see if the member is staying up to date on the Study Plan and class attendance. A summary of this meeting will be uploaded into the member's online folder.
- Priority Scheduling
- Discounted Tutoring Rates
- Constant Communication
    - We take pride in our customer service. We are always simply a phone call away, and we are happy to help our members and their parents in any way we can. We are here to act as the "family away from home" when needed, and liaison between parent and student communication.
- Study Space

4.13 <u>Greek Packages:</u> We partner with Greek organizations to provide exclusive group tutoring, proctoring, workshops, and discounted tutoring rates for their members. Each package is catered specifically to meet the needs of each Greek partnership.

4.2 Pricing Structure

Individual Service Pricing		
Membership	**Member and Greek Affiliate**	**Non-Member**
Monthly	$300	-
Semester Bundle	$1080 ($270/mo.)	-
Tutoring		
10 hrs One-on-One	$250 ($25/hr)	$400 ($40/hr)
5 hrs One-on-One	$135 ($27/hr)	$210 ($42/hr)
1 hr One-one-One	$30	$45
Group Session	$15	$25
Act Prep Class		
9 Session Class	-	$499

Greek Organization Pricing	
Service	**Price**
Group Rate/Hr	$55.00
Proctor Rate/Hr	$30.00
One-On-One Rate/Hr	$35.00
Workshop/Member	$5.00
Fees	
Servicing Fee	$200
Pledge Program Fee	$40/pledge
Member Fee (based on chapter size):	
150-199 Members	$5/member
200-249 Members	$5/member
250-299 Members	$4.50/member
300-349 Members	$4.25/member
350-399 Members	$4/member
400+ Members	$3/member

5. Expansion

After these past few years of exceptional growth and feedback, Campus Concierge is ready to tap into the vast underserved market and expand our mission to campuses all across the region. We have identified three key focus areas in order to strategically and sustainably grow our company: rebranding to streamline business processes and increase recognition, growing current operations through larger client reach, and launching new locations through direct expansion.

5.1 Rebranding

Our primary objectives for rebranding are to create a streamlined brand that relates to college students across the nation, establish an effective message that allows prospective clients to understand our service offerings, and integrate current processes to develop a scalable platform that simplifies interactions with clients. Throughout the semester, we have researched various marketing firms in the area to partner with on this project.

5.11 Project Goals

Marketing /Brand initiatives:

- Brand Development
  - Brand Guidelines
  - Focus brand to “Do College Better”
  - Message/Voice
- Marketing Campaign’s
  - Quick “How-To” Videos
  - Referral Programs
  - Marketing Collateral (online and offline)

Website initiatives include:

- Clarifying messaging
- Directed call to actions
- Landing pages for social shares/target markets
- Full software integration
  - FrontDesk https://developer.frontdeskhq.com/
    - We use FrontDesk to book and schedule tutoring appointments, take payments for memberships, one-on-one tutoring, and non-Greek group tutoring sessions.
  - ZenDesk https://developer.zendesk.com
    - We use ZenDesk to operate our phone lines and engagement for increasing our CRM.
  - TypeForms http://helpcenter.typeform.com/hc/en-us/articles/200071986-Data-API
    - Integrating our tutoring session reports to our clients profiles in FrontDesk or send automatically to the clients and guardian on the account.

- Integrating our post event customer satisfaction survey to send to each client that books and attends an appointment with us on a daily basis.

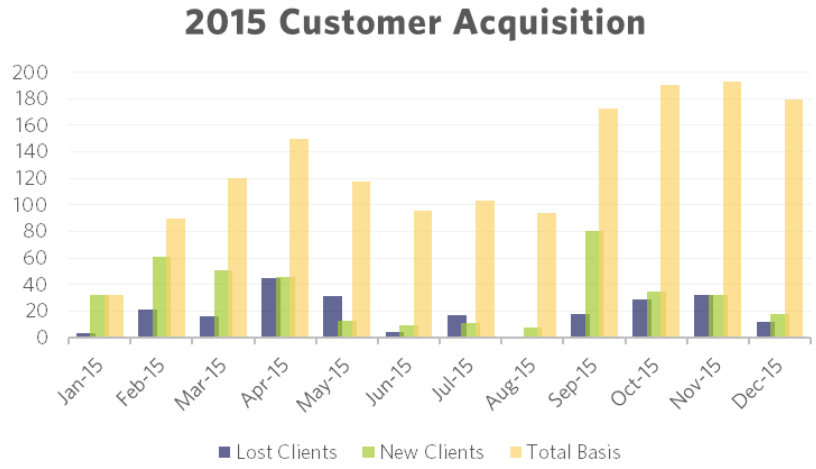
5.12 Associated Databases and Software

- FrontDesk HQ (http://www.frontdeskhq.com/) is the software we use to book and schedule all of our tutoring appointments. It also gives a login for each client.
- Type Forms (https://www.typeform.com/) is the software we use to receive Tutoring Session Reports for every one-on-one tutoring appointment and the post event Customer Satisfaction Survey.
- Wordpress (https://docollegebetter.wordpress.com/) is the site we use to host our blog.

5.13 Project Budget: The total budget of this project will be determined by the proposals submitted by respondents.

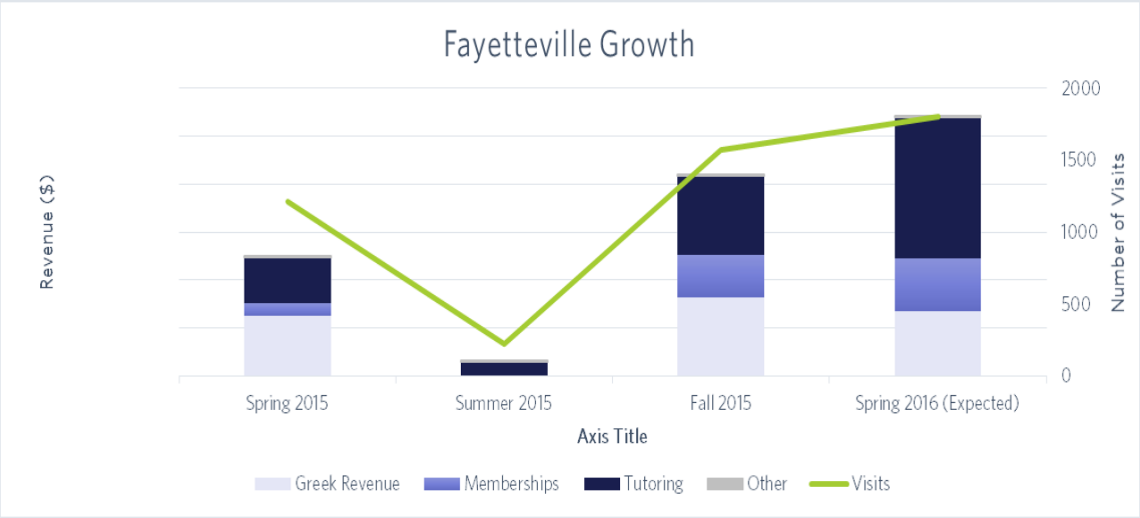
5.2 Existing Operating Locations

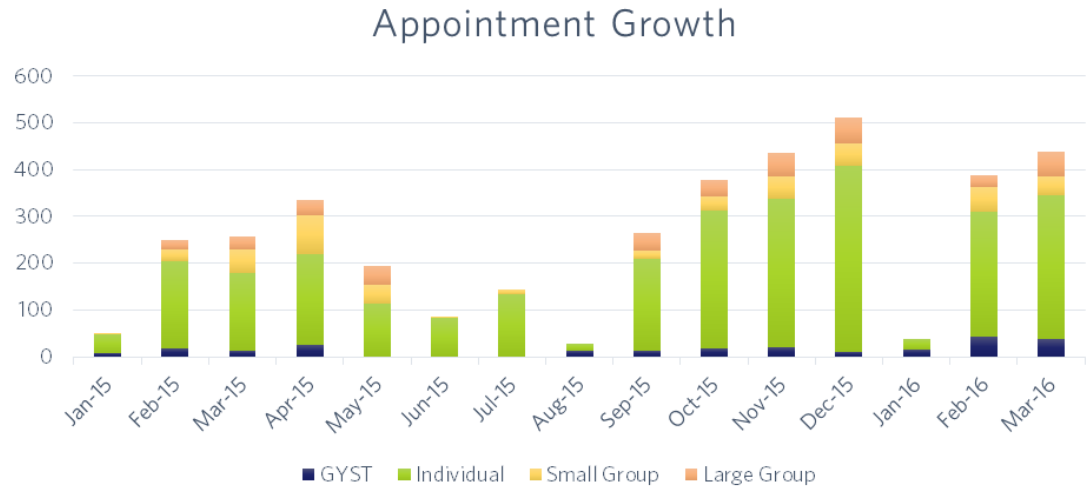
5.21 Fayetteville: At Campus Concierge, we believe that we have established a recognizable presence and brand in our founding location, Fayetteville. This growth predominately came from word of mouth across campus and various organizations. We are set on increasing our current client based and growing our Greek partnerships through marketing campaigns geared towards our target audience. Currently, we are serving about 270 individual clients and 8 Greek organizations. Our reach only extends to approximately 5% of the student population leaving significant room for growth. Over the past year and a half, we have experienced client growth on average of 10% each month while retaining around 86%. Data from 2015 is summarized in the image below. Through increasing awareness at the University of Arkansas, we intend to continue locating



new clients to serve.
Financially, we want to reach an annual sales target of $300,000 from our Fayetteville location. Appointment volume drives revenue. As noted in the charts

below, revenue has significantly increased over the course of the last three academic semesters as appointment activity has increased. Due to business cyclicality, revenue significantly falls during summer and winter months when the University slows down class offerings. In order to smooth out cash flow during this time, we want to look into expanding our presence within college entrance exam test preparation courses. Based on the Office for Education Policy, there are approximately 40,000 high school upperclassmen in the NWA area.[iii] This provides a vast group to target.





5.22 **<u>Fort Worth:</u>** At our newest location in Fort Worth, we want to continue to promote the brand image and make Campus Concierge a recognizable business within the area. The largest challenge is locating an effective and knowledgeable manager to run this location due to current capital constraints. By acquiring the appropriate personnel, we will be able to obtain new clientele and increase appointments. Fort Worth will be scaled up using the same strategy as a new location. Tutors will be recruited by sending information through academic clubs and academic advisors. We will leverage existing contacts to obtain more Greek partnerships. From there

volume is a main focus as we push individual and group tutoring sessions. A marketing campaign will be launched to inform students of our services through promotional events on campus.

5.3 New Operating Locations

In the next three to five years, Campus Concierge plans to establish operations on three new campuses throughout the South and Midwest. We plan on streamlining operational techniques and software so that the business model is easily replicated in these new areas. Finding the right personnel to launch these new ventures will be a difficult barrier to overcome.

5.31 Location

We believe Campus Concierge will have the most success by expanding to communities with a campus similar to the University of Arkansas in size, demographics, and culture. Because we believe we can leverage our current Greek relationships, we want to target Universities with similar Greek life participation (approximately 25% of the undergraduate population). Of our current client basis, 90% are associated with a Greek organization. We do not want to limit ourselves to just serving this community, but from experience, it allows for quick diffusion of awareness across a large population at a relative low cost. This will be a great platform to launch off of in a new market. In order to expand feasibly with current management, we will target locations in the South and Midwest. This will allow our CEO and other management to provide various trainings and observe progress onsite routinely in supplement to remote monitoring.
Locations of interest include: Oxford, MS; Norman, OK; Columbia, MO; and College Station, TX. Statistics for the campuses associated with these college towns are below.[iv, v, vi, vii, viii, ix, x, xi]

College Town	Undergraduate Population	Greek Life Participation	Fraternities	Sororities
Fayetteville	21836	25%	15	10
Oxford	18084	41%	15	11
Norman	19810	25%	18	11
Columbia	27654	22%	32	16
College Station	49545	10%	19	13

5.32 Funding

Based on analysis of current operations, we project that it will cost around $94,500 to launch and fund a year of operations at a new location. Current management will be used to help train and run initial operations. With service volume similar to Fayetteville during its initial growth phase, each new location is projected to break even within the first full calendar year. Refer to the images below.

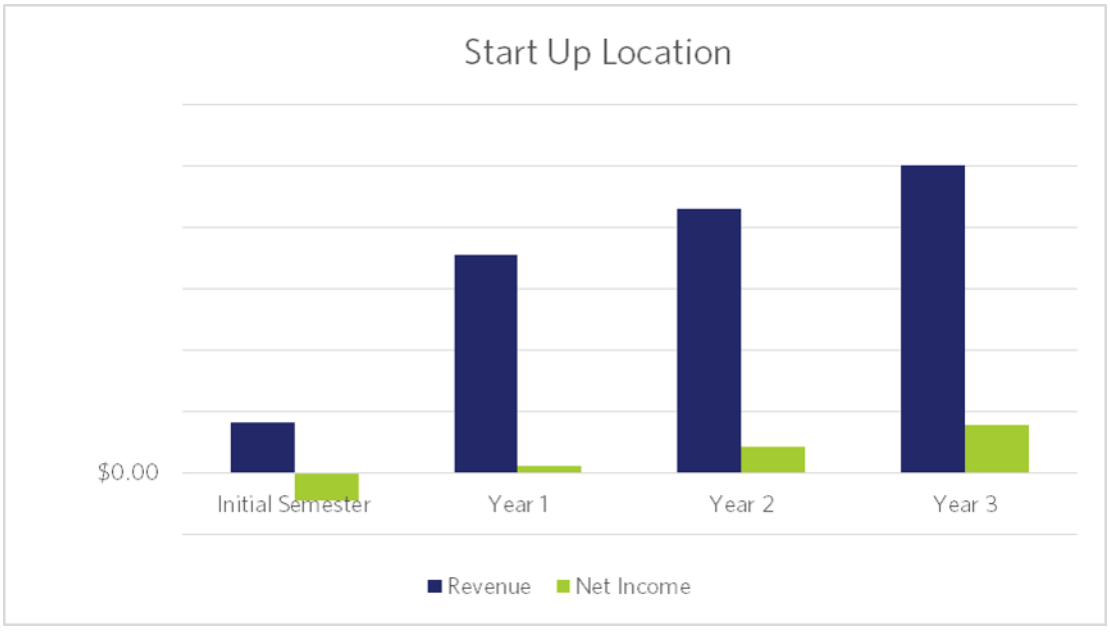
Start Up Costs

Equipment	$ 1,500.00
Furniture	$ 3,000.00
Signage	$ 2,000.00
Labor	$ 2,000.00
Security Deposit	$ 2,000.00
Exploration	$ 3,000.00
Total	$ 13,500.00

Operating Expenses	Per Month	Year
Rent Expense	$ 2,000.00	$ 24,000.00
Internet, Phone, Utili	$ 500.00	$ 6,000.00
Wages	$ 3,000.00	$ 36,000.00
Software/Programs	$ 450.00	$ 5,400.00
Marketing	$ 500.00	$ 6,000.00
Supplies	$ 300.00	$ 3,600.00
Total	$ 6,750.00	$ 81,000.00

Scenario to Break Even

	GP/service	Booked/month	Semester (4 months)	Year
Memberships	$300	16	$19,200	$38,400
Individual Tutoring	$18	200	$14,256	$28,512
Greek Accounts	$1,365	4 (Semester)	$6,825	$13,650
Total			$40,281	$80,562



5.33 Expansion Strategy

Research was performed on several expansion methods including: licensing, franchising, and directly expanding to new locations (research can be found in another location?). After each option was thoroughly evaluated, we believe that the most successful approach will be through direct expansion. Under this approach, all profits will flow into Campus Concierge, Inc. which will have full control over operations and employees. This strategy also allows for more flexibility in establishing product and service offerings which will be valuable in fine tuning successful revenue sources. Once several locations prove to be successful, a franchising model will then be explored. Showing that this is an effective model and lucrative business, we will be able to market the company as a franchise. This will allow management to have greater flexibility beyond running operations and quicker location deployment. Streamlined training and marketing will be required in order to maintain congruence across locations. Based on current operations, a franchise model could be setup as 10% of revenues returning to the company, 20% as franchisee profit, 30% to pay tutors, and 40% to cover overhead expenditures.

5.4 Funding

With these expansionary plans in mind, organic growth is no longer feasible. Therefore, Campus Concierge is currently looking for external investments to fulfill the financial burden of expansion.

5.41 Debt Financing

Through current organizational setup, there are not many business assets to use as collateral. Our services and human capital drive the top line of business. In order to obtain an affordable interest rate, creditors will then move to collateralize owner assets to diversify risk. To alleviate some default risk, Campus Concierge would be eligible for a government guaranteed small business loan. Borrowing funds will be used to complement equity and to retain ownership structure when desired.

5.42 Equity Financing

At Campus Concierge, we are extremely willing to bring on an equity partner if it makes sense with our business. Personal values need to be in align with the company as well as a concrete understanding of our mission. Also, a potential partner should anticipate taking an active role in the company and offer a diverse set of skills that complement current management in order to add value. Campus Concierge will take careful consideration in deciding to pursue this route of financing in order to find the right fit with what is needed for the company.

6. Financial Projections

Financial information is limited due to its sensitive and confidential nature. A full analysis has been provided to Campus Concierge as well as monitored by Dr. Tim Yeager and Jeff Amerine as advisors on the project.

7. Testimonials

7.1 Parents

"I would certainly be remiss if I didn't thank you all for the help you have given Rob this past year. Like most parents, his mom and I worried when he left for UARK. We knew that he would be challenged like never before and that certainly proved to be true. Thank goodness we found you in time. Because of your help, Rob was not only able to turn his grades around but he also made the Dean's List in his spring semester! Of course, we always knew Rob possessed the qualities and capability to perform well, but it was your constant commitment and guidance that showed him the way to collegiate success. I don't like to think about how his freshman year would have turned out without your mission, staff and facilities. Please keep up the good work as we will surely see you again in his sophomore year!"

"I have had on my "to do" list to find time to send you a note. I've finally had a couple minutes to make my best attempt at a heartfelt thank you. It's difficult to put into words the impact that you had on Zac (and our family) this year. As you know, I'm very proud of Zac and the motivation that he had all year long. However, Zac did not come to college with all the study skills he needed to meet his personal goals (and from the stories I hear from him and others he is not unique in that regard). If he hadn't found you in his first semester, I think he would have become frustrated and potentially lost some of his motivation. However, you and your colleagues were there with academic reinforcement, mentoring, moral support and friendship. You made an incredible difference in his life. From the bottom of my heart, thank you for everything that you did for him. You went far beyond tutoring to assist him. As you know, I will be happy to serve as a continued reference for anyone that would like to talk to a very satisfied customer. But please take this note with its true intent - which is much more than a business reference. This is a personal and heartfelt thanks to you and your colleagues for everything. Have a wonderful summer - see you in the fall!!"

"Thank God you started Campus Concierge. If it were not for your business and Hannah, Nick would most likely be coming home his sophomore year to attend Junior College. There was a need for this business and you have fulfilled it. We are so grateful that Kappa Sig was interested in investing in this program to keep the grade average up. Whatever we can do to help you succeed, you know we will be there. Nick tells me that he may be tutoring accounting next year which really excites me. To think he has gone from being tutored to tutoring. As I told Hannah, Nick has had his brain unlocked and he now knows how to study and what kind of time and attention he needs to put into his study. We are so thrilled."

7.2 Greek Partnerships

Kappa: "Campus Concierge has made a huge impact on the Gamma Nu chapter. In the past when a Kappa was struggling with school, we would give a few encouraging words and then move on. While encouragement is always needed, I found that what KKG was missing was actual hands on help. The process of setting up review sessions with CC was easy and efficient. Anna was always there to answer my every call, text or email. Campus Concierge

has incredible tutors who are more than qualified to teach the review sessions. The tutors were always on time and came prepared with PowerPoint's, practice problems or review sheets. After our first week of review sessions, I received an email or text almost every day from members asking to set up more sessions. Our girls love the reviews but more importantly they greatly benefit from them. Kappa was able to raise our overall cumulative GPA to over a 3.5 this past semester and I give a lot of the credit to Campus Concierge. I have already had several girls ask if we will continue with CC in the fall, and of course the answer is yes!"

Chi Omega: "Working with Campus Concierge has been an amazing experience! Before we started the tutoring services Chi Omega was 4th in grades. With dedication from our members and the wonderful help from Campus Concierge we placed 2nd in grades! Not only are the people amazing to work with but I have truly seen a difference in my chapter. Thank you for helping us get back to where we needed to be! Chi Omega loves Campus Concierge!!"

7.3 Students

"I just wanted to thank you for everything. When I receive a good or great grade on a test, I always thank you and say it was because of you. You then quickly tell me that I was the one taking the test. What I have come to realize is that it may be me taking the test, but your program has given me confidence in my studies that I never had before. I am able to go into my tests with the confidence that I know the answer to every question. This program that you have has single handedly saved me from flunking out of college. Not to mention the countless more of my brothers that your program has saved. Your program not only saved me but it made me realize how much potential I have and I owe it all to you and Hannah. I cannot thank you enough and I look forward to keep using this program to my benefit and eventually working for you."

"Campus Concierge has helped me to get organized with school and helped me to bring up my grades."

"My experience has been nothing but positive. Without Campus Concierge, more importantly without the woman pioneering this huge business, I can tell you that I would 100% not be attending this University. Since day 1, I have truly been overwhelmed by the help, support, kindness, and love that CC offers to not just me, but anyone who has the privilege of calling themselves a member here. Thank you, Anna Morrison and the entire Campus Concierge Team for bettering the lives of thousands of students across The U of A. "

"I came to Campus Concierge mostly for help with my Economics class. I am very satisfied with the help I received from my tutor, Ryan Taylor. He helped me to bring my grade in the class from an F to a B which is much more preferable."

"From day one Anna took me in and treated me like family. She taught me the fundamentals of being a student here at the university. From how to study, to how to prepare my weekly calendar, she did everything in her power to make sure I could succeed. Campus concierge has been a total blessing to me and I wouldn't be where I am today without its excellent

services."

"Campus Concierge has been a life changing experience and a relationship that has grown and developed over the years that will last a lifetime. The best part of Campus Concierge is that it is a relationship with the business and the student with the student's best needs in mind. Campus Concierge has changed my college experience and made me into a better student as well as shaping me into the person I am today."

"When I think of Campus Concierge and what it means to me, I think of so many things. The first words that come to my mind are, life changing. Anna Morrison and Campus Concierge have without a doubt changed my life. Not only has CC provided me with tutors and the ability to make better grades, but more than that they provide a positive environment. From day one, Anna has been my encourager, always telling me I can achieve anything! This is something I grew up hearing from my parents, but it is different hearing it from someone else. And it isn't just me! Anna treats every person that walks through the doors of Campus Concierge this way. CC has taught me the most efficient way for me to study, how to prioritize my time, and all the ins and outs of college. Campus Concierge has done a great job of always providing me with the tools to achieve my goals. I came to Campus Concierge because I was struggling in one of my classes. I heard about them the week before finals, when it seemed as if there was no hope. I remember I did 10 tutoring appointments that week! I received a B in the class when I was struggling to make a C before the tutoring appointments. The next semester I signed up to be a member at CC, and received my highest GPA at that point in my college career. I have continued to use all of the tools that CC has taught me, and I've continued to increase my GPA. Not only does CC and Anna motivate you to improve on your academics, but also in your campus involvement. Campus Concierge employs some of the smartest, impressive, well rounded students on campus. Which has motivated me to become more involved and focus on improving myself overall. I now work as an Administrative Manager at Campus Concierge. I cannot get enough of this place, and how it continues to impact my life. I graduate from the University of Arkansas in May, and there is not one doubt in my mind that I would have made it without Anna and Campus Concierge! Thank you for all that you do!"

---

[i] **Shueh, Jason. "Tips for Parents | Statistics Show Stressed Students May Need Extra Support Transitioning to College | UniversityParent."** ***Tips for Parents*****. Web**

[ii] **"Division of Student Affairs Greek Life."** ***Chapter Academic Performance and Council Awards*****. Web.**

[iii] ***2014 Northwest Arkansas Report Card*****. Rep. Office for Education Policy. Web.Page 34**

[iv] ***"University of Oklahoma, Norman Campus Summary Report Spring 2016."*** **University of Oklahoma. Web. Table 2**

[v] **"Fraternity & Sorority Student Life."** ***Fraternity and Sorority Student Life*****. University of Oklahoma. Web**

[vi] **"The Viewbook."** ***University of Mississippi*****. Office of Admissions. Web.**

[vii] **"University of Arkansas | Best College | US News."** ***US News*****. U.S. News and World Report. Web.**

[viii] **"University of Missouri | Best College | US News."** ***US News*****. U.S. News and World Report. Web**

[ix] **"List of Chapters."** ***Greek Life*****. University of Missouri. Web.**

[x] ***Enrollment Profile Fall 2015*****. Rep. Texas A&M University. Web**

[xi] **"Fraternity and Sorority Life."** ***Student Activities*****. Texas A&M University. Web.**