

Business Plan:

Business Name Here

EXECUTIVE SUMMARY

COMPANY OVERVIEW

██████████ is a business that strives to provide service to computers and computer related products found in any common workplace. ██████████ is a Buffalo based business that strives to give back to the community. "It is our mission to provide top level systems maintenance services, that clients prefer for their business, employees are proud of, investors can receive long-term profitability from, and that the community can trust" this statement is truly something that will be adhered to by every member of the business. From the top level down, ██████████ aims to maintain company values as a means for long-term sustainability and growth. By the end of year one the business expects to generate \$700,000 in total revenue.

INDUSTRY ANALYSIS

The current entry point into the industry is favorable for the business, with a low overall threat of rivals, weak suppliers, and a high demand of customers. Information Technology is a growing industry with marginal growth in spending annually. Our government is making a push to endorse domestic spending and is making strides to reduce outsourcing from India, our largest competitor. Overall, the industry is at the maturity of its lifecycle and is only poised to experience continued growth.

COMPETITIVE ADVANTAGE

The business possesses a core competency in efficient operations which is vital to optimal customer service. ██████████ caters to the customer and aims to maintain consistent retention of its clients. Customer service and the businesses dedication to the community are ingredients to a positive image for the consumer, which is a competitive advantage in itself. Expertise in the industry with innovative and creative thinking will produce solutions that cannot be found by any competitors.

MARKETING PLAN

This business will market its Information Technology solutions to small businesses in Buffalo, NY. This is the target as businesses in this demographic generally have a weak internal I.T. department. Example will focus on marketing its operational efficiency, its dedication to the community, and its over-achieving customer service capabilities. The business will be let the service do the marketing for itself. Though consistent success and customer satisfaction, the business will gain traction. Example brings company values, customer service, and consistent results to drive long term success.

MANAGEMENT PLAN

The business will be run by four department heads. Shawn Hughes will serve as hardware engineer, his duties will involve general business operations, and will focus on providing consistent results through his expertise in Information Technology. Adam P will serve as legal counsel. He is responsible for processing all legal disputes, and strategic legal advice. Julie S will serve as Example financial controller. She will handle portions of buying, and will also handle financial reporting and budgeting. Dan V is the President of the organization and will be responsible for portions of operations, logistics, marketing, and human resources. Each of these four members of the business will employ four additional team-members to contribute to their respective department.

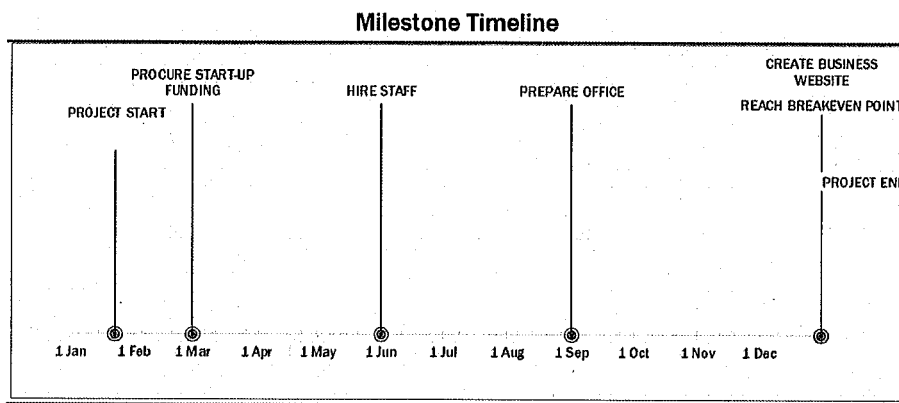
OPERATIONS PLAN

Example will conduct its ordering through Eaton, W.B. Mason, Tri Delta, Grainger, Newegg. These suppliers will provide office needs, supplies for operations, and other miscellaneous materials needed to conduct business. Outside of buying, Example will conduct marketing, financials, and internal technology in house. These fields are core competencies and are operations that can reduce costs and increase internal controls.

FINANCIAL PLAN

In the first three years of operations, Example expects 14% growth annually. Revenues are expected to reach \$700,000 and a profit can be expected through two years of operations. The companies breakeven point is 42 clients annually which is expected to be reached in year two. Year one the business expects to see a manageable loss of (\$36,000) something that will be recouped by the end of year three. Start-up capital necessary to complete operations is \$150,000. \$75,000 is expected to be generated through business heads, and the remaining \$75,000 is needed from outside investors or through business loans.

MILESTONE PLAN



This is the businesses timeline in year one. These are the goals that have been set and are optimistically expected to be reached by the end of the first year of operations.

RISK ASSESSMENT

Person Responsible: _____

Risk	Impact	Likelihood	Inherent Risk	Current Mitigation	Target Mitigation
Insufficient Start-up Funding	9.0	8.0	8.5	5.0	9.0

The biggest risk seen to Example currently is the lack of available funding. This threat would immediately impact operations and needs to be immediately mitigated. If the business fails to receive this funding, it will adapt without the funding and operate at a smaller scale that can be afforded. Ultimately, the bottom line is for the business to reach its breakeven point and without the necessary funding to begin operations, reaching this goal is impossible, and the business could potentially lose its traction and viability. However, through proper strategy and decision-making, this risk is expected to be mitigated.

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COMPANY OVERVIEW

COMPANY BACKGROUND/BUSINESS OPPORTUNITY

Example is a sole proprietor that operates throughout the Western New York area. This business provides repair and optimization of computers, servers, networks, printers, copiers, and other miscellaneous electronic hardware found in modern workplaces. Our emphasis is to provide service for small businesses that lack a strong internal information technology department. Example possesses strong core competencies in technology information, and strong connections to the Buffalo, NY area, making this our true competitive advantage. Buffalo is a growing market with thousands of small businesses and Example aims to be a long-term information technology provider for businesses within this geographical area. Deep roots and predictable growth provide a challenging and interesting opportunity for profitability. While the business values profitability, it is not the sole factor in defining success. Providing goodwill to the community is a core value, it is our social responsibility as a business operating in Western New York. Internally, the business focuses on maintaining high employee satisfaction to ensure success. This can be done by providing regular hours, that provide a comfortable work-life balance and enhanced through frequent team building exercises that instill a culture of family and trust in the workplace. Our focus is to provide professional solutions, while delivering friendly customer service at a competitive rate. Pairing this with strong internal ethics and values provides a key differentiator in establishing business in Buffalo, NY with opportunity for favorable profitability and impact.

MISSION AND VISION

Mission: It is our mission to provide top level systems maintenance services, that clients prefer for their business, employees are proud of, investors can receive long-term profitability from, and that the community can trust.

Vision: Provide high quality service with optimal solutions, while maintaining top to bottom happiness, and fulfill our social responsibility as a profitable business without conceding our values.

Strategy, Goals and Objectives:

S: 1: Achieve top level systems maintenance standards

G: 1.1 Enhance systems expertise

Obj: 1.1.1 Hold two training seminars by 6-1-2019

Obj: 1.1.2 Conduct customer service training on 1-1-2019

S: 2: Reach out to the community

G: 2.1 Increase brand awareness

Obj: 2.1.1 Provide free consultations to five small businesses by 3-1-2019

Obj: 2.1.2 Hold free public systems optimization workshop by 3-1-2019

S: 3: Achieve and maintain internal employee happiness

G: 3.1 Improve employee morale

Obj: 3.1.1 Award top sales generator of Q4 \$100 bonus on 12-31-2019

Obj: 3.1.2 Hold Laser tag team building retreat on 6-1-2019

S: 4 Obtain consistent profitability

G: 4.1 Increase revenue

Obj: 4.1.1 Generate \$400,000 in revenue by 6-1-2019

Obj: 4.1.2 Generate \$700,000 in revenue by 12-31-2019

INDUSTRY ANALYSIS

MICRO INDUSTRY: PORTER'S FIVE FORCES

COMPETITIVE RIVALRY:

- Industry workforce is growing: (Growth rate of graduates by major)
 - Engineering +7.5%
 - Computer Engineering +16.2%
 - Computer Science +17.6%
- Relatively low overhead and cost to operate in industry
- Few competitors in region
 - MVP Network Consulting LLC.
 - CS Business Systems Inc.
 - Ingram Micro Inc.
- Overall threat from competitive rivalry is **Low** due to these factors

POWER OF SUPPLIERS:

- Growing talent pool of labor
- Many available options for software licenses/ hardware
- Low number of outsourcing IT businesses
- High number of suppliers = Low demand for reliable suppliers in industry
- The power of suppliers in this industry is **Low** due to these factors

POWER OF BUYERS/CUSTOMERS:

- Favorable economy leads to high buying power
- Business operations depend on IT solutions
- Many big businesses have internal IT solutions
- Growing number of businesses increase the demand for industry
- Power of buyers/customers is **Low/Medium** due to these factors

THREAT OF NEW ENTRANTS:

- Low overhead to begin operations
- High industry demand
- Few industry competitors in region
- Growing skilled workforce
- Threat of New Entrants is **High** due to these factors

THREAT OF SUBSTITUTES:

- Businesses in need of solutions can look offshore
- Take business with rivals in industry
- Firms can develop internal information technology solution departments
- Threat of Substitutes is **High** due to these factors

Porter's five forces indicate that there is room for profitability in this industry as these factors result in a **Medium** risk to conduct business in the technology industry

MACRO INDUSTRY: PEST ANALYSIS

- *POLITICAL*

- Government tax benefit from outsourcing information technology solutions to domestic businesses over international businesses
- Decrease in the number of businesses outsourcing to IT businesses based in India
- International conflict/tariff increase with supplier countries
- Industry is evolving faster than legislature
- Potential enactment of internet regulations limiting the communication between consumers and businesses

- *ECONOMIC*

- Increase in global spending on IT solutions: up 3% from 2016 to 2017
- Components are becoming less costly and more efficient
- Trend on number of total businesses
- Outsourcing information technology is too costly vs. developing internal IT solution department

- *SOCIO-CULTURAL*

- High number of engineering graduates
 - Over 106,000 graduates in 2014-2015
 - Over 10,000 graduates in Computer Science
- Median salary for IT career is attractive: \$76,000 for IT Consultant

- Ergonomics of heavy technological use:
 - Carpel tunnel
 - Vision loss
 - Headaches
 - Blood clotting
 - Obesity
 - Improper disposal of pc components
 - Public is becoming more educated technology
- *TECHNOLOGICAL*
 - Components are constantly becoming outdated as new components arrive
 - Components have a longer lifespan than they have in the past
 - Businesses are prone to cyber-attacks making investments in cyber security more attractive
 - Use of internet to facilitate instant technology solutions

INDUSTRY OUTLOOK

This business will operate in the information technology industry. The average annual profitability for businesses in this industry was 12.35% in 2017 and 12.94% so far in 2018*. Overall this industry is somewhere between the growth and maturity stages of the lifecycle curve. It is difficult to exactly pinpoint due to continued growth in technology and businesses in this field. These factors make the technology industry a desirable one to begin conducting business in.

Competitive rivalry is the weakest force driving our business, and it provides the most room for profitability. The workforce in its entirety is increasing, this is due to an increase in graduates in the engineering field who are looking for work upon completion of their education***. This is beneficial to the business as it makes finding a talented workforce easier without competition with rival businesses. The Buffalo, NY market has a small number of competitors in the information technology industry. This small amount of competition provides a good opportunity for the business to enter the market and control it. Overhead is low for operations. This is a bad thing for our business as it is easier for competitive businesses to stay afloat and compete in the market. Overall competitive rivalry is a low threat due to the factors listed above.

The power of suppliers is weak as there is a growing talent pool of suppliers in the industry. This hurts the power of suppliers as there is increased competition giving suppliers less leverage. The increase in suppliers forces an overall decrease in pricing to stay competitive, a benefit that can be enjoyed their consumers (Repair I.T.). A small number of businesses in the industry also weakens suppliers. This weakens suppliers as they have fewer options to conduct business with and forces a decrease in prices for the businesses they operate with. Overall the power of suppliers is weak due to the factors listed above.

The power of buyers is impacted by the overall need of I.T. solutions in the modern business world. With the increase in e-commerce throughout modern day business, there is an increasing volume in computing power needed throughout all industries that conduct business. Behind all those businesses,

need a strong I.T. solution to ensure a steady flow of operations and activity. Since information technology is necessary for all businesses to have, many larger corporations begin their own internal information technology solutions departments to combat the expense. Doing this is cheaper, more reliable, and provides more control for a business. Due to these factors the power of buyers is a medium level risk.

The threat of new entrants is mainly derived from the low overhead associated with beginning business in this industry. Starting a business in information technology solutions is relatively inexpensive as there are not many materials or supplies needed to begin operations. There is a high demand for information technology solutions as there is an increase in the number of businesses seeking to outsource I.T. operations. This makes it easy to gain brand recognition, get high volume, and easy marketability. Overall the threat of new entrants into this industry is high due to the how easy startup is and how high demand is in the market.

The threat of substitutes is the highest risk of the five forces. Outsourcing to offshore alternatives is a solution for many domestic businesses. This is an attractive option as outsourcing to places like India are cheaper. If businesses choose to avoid outsourcing overseas, they may also establish internal departments to hand information technology. This solution is attractive to larger businesses that have the capital to afford the expansion of a new department. This option is reliable, safer, and cheaper long-term, compared to domestic information technology solutions. Due to these factors the threat of substitutes is high.

The overall assessment of Porters five forces indicates that there is an overall medium risk for profitability due to a mix of low and high forces. If the business can operate while catering to their strengths, there is clearly room for profitability. Conducting business with smaller scale, local businesses in Buffalo, NY is optimal for finding profitability in the information technology industry.

Political factors in the information technology industry are huge. A government tax break is given to businesses that choose to outsource information technology solutions domestically, as opposed to outsourcing offshore**. This is an effort by the government to promote spending with American businesses, which is something that domestic information technology businesses can benefit from. Government legislation is slow paced. Compare that to the exponential growth found in the technology industry, and government action seems almost non-existent. Further government action to benefit small business cannot be relied upon for this industry since it is so turbulent and fast paced. The issue of net neutrality is a major topic that is of concern for the industry. Businesses will shift away from the use of technology to target their markets if internet accessibility is limited. Government action on net neutrality is currently in wavering and is a clear threat to businesses in nearly every industry.

The economy is currently favorable for businesses in the information technology field as spending in I.T. is up 3% from last year. This spike is brought on by increased spending on cyber security and purchasing to fortify internal technological architecture. Though spending is up overall, larger corporations are trending in the direction of developing internal I.T. departments to reduce long term costs, and to be more secured. Along with the threat of internal I.T. departments, components purchased to operate systems are becoming faster, cheaper, and more efficient. This is a threat to the industry as it reduces the need for businesses to outsource I.T. solutions as frequently.

Socio-cultural factors in the industry are favorable. There is an increase in engineering and cybersecurity graduates entering the workforce. This is beneficial to businesses as there is less competition to find skilled labor. This degree has been very popular due to an attractive wage and a

constant need in the market. This helps businesses in the industry as developing a team of knowledgeable, young minds are becoming easier to find.

Changes in technology are very important to the information technology industry. Hacking and breaching information is an issue for every business regardless of industry. Spending on cyber security is very important to these businesses, and spending will only increase as keeping data secure will become increasingly more difficult. Business can be facilitated by using the internet as a medium to communicate with their consumers instantaneously. System components are becoming more powerful and more stable nearly every year. As these components improve, they need to be maintained less. On the surface this is a positive to businesses, however to the information technology solutions field, this will negatively impact business.

The key competitors found in Buffalo, NY are:

MVP Network Consulting LLC.

CS Business Systems Inc.

Ingram Micro Inc.

Opportunities derived from PEST:

Tax break granted to outsourcing I.T. domestically

Domestic increase in overall I.T.

Increase in number of qualified graduates entering the workforce

Increase in spending for Cybersecurity

Threats found in PEST:

Net neutrality legislation

Internal IT departments

Improvements in component architecture

COMPETITIVE ADVANTAGE

RESOURCE-BASED VIEW (RBV)

Example operates at top of the class efficiency, while prioritizing the customer by working around their schedule. We work directly with business leaders to determine the best plan for their business and facilitate buying through E-commerce. This strength is valuable to the business as efficiency means less spending for both the client and for our business to complete its service. Ensuring high efficiency is a clear path to establishing relationships with clients and retaining them. Efficiency is rare as competing businesses frequently attempt to operate efficiently, however it is not done at the same level of quality as our operation. Efficiency at our level is impossible to imitate, our businesses has strong internal controls that allow for high efficiency and consistency. This advantage will prove to be crucial as an increase in Information Technology options will increase competition, but our high-level efficiency will help Example remain on top. This competitive edge is sustainable for our business as it contributes to bettering our total customer solutions.

Example prioritizes the community and operates solely with local Buffalo businesses. This is accompanied by hiring candidates from Buffalo to strengthen the community internally and to further connect with Buffalo and its surrounding cities. Our relationship with the community is valuable. Businesses look for information technology solutions and will choose to align their values with ours while trusting to conduct business with Example Our connection with the community is rare as there are a very small number of competitors that focus on giving back to the community and will focus on bettering the local business climate. Other businesses will not be able to compete with our commitment to the community both business, and non-business related. Buffalo specifically is a very opportunistic city for rising businesses. As businesses in the area grow, the need for information technology services increase will pay off handsomely for Example Our connection with the Buffalo are is sustainable, as it plays a key role in building our customer relationship.

Example possesses versatility and has a willingness to operate with both small and large businesses in the area. We can work with any business regardless of size and budget. This is an asset to Example as there are many businesses in need of information technology help at all levels, especially newer startups with no internal technology solutions. This is a rare trait as small business traditionally struggle with technology and electronic commerce, who typically cannot afford the costs associated with outsourcing information technology. This trait is inimitable as many competitors will fight to obtain the largest client as it will translate more money. While our business values profitability, our commitment to the community justifies our interests in optimizing information technology for local small business. Building these relationships with small businesses can pay off largely when businesses grow and retain our business. Again, this strength is sustainable as it plays a big role in the process of sustaining a strong customer relationship.

Example is strong internally regarding customer service. From initial consultation to installation, we work with the client to ensure that the systems integrated are fully comprehended and can be utilized. Strong customer service is highly valuable as it facilitates the client experience, it builds trust with the

client and provides an overall better experience for the client. Strong customer service is rare as many businesses overlook the importance of customer service, especially in a service. Despite the costs, customer service ultimately payoff in the betterment of the businesses strength of service. Strong customer service is inimitable as competitors often simply provide the service, and once it is complete the relationship is terminated. The key differentiator between strong service businesses and weak ones traditionally lie within customer service. Strong customer service provides a strong opportunity for retaining clients while also retaining new relationships with clients. Strong customer service is sustainable in our industry, it is a method for long-term growth as it contributes to building total customer solutions.

MARKETING PLAN

TARGET MARKET

Businesses operating out of Buffalo, NY lacking an internal information technology in need of technology solutions.

<p><u>Strengths:</u></p> <p>Efficient operations</p> <p>Connection to the community</p> <p>Wide range of clientele</p> <p>Strong customer service</p>	<p><u>Weaknesses:</u></p> <p>Ill-equipped to handle very large-scale business</p> <p>Limited resources/capital</p> <p>Businesses core lacks experience in the industry</p>
<p><u>Opportunities:</u></p> <p>Rise in engineering grads; increasing skilled workforce</p> <p>Increase in domestic spending on information technology by 3%</p> <p>Rising use of internet as a dependable medium for customer service</p>	<p><u>Threats:</u></p> <p>Businesses with internal information technology departments</p> <p>General ease of entry into the market</p> <p>Alternative offshore outsourcing solutions</p>

VRIO ANALYSIS

STRENGTHS:

Efficient operations: V: Saves money for business and for the client, re-assures retention of clientele. R: Example relies on strong internal operations. More efficient than competition. I: It is difficult for competition to match Example efficiency. O: Efficiency is a desirable factor for potential clients as competition increases

Connection to the community: V: Local businesses prefer working with other local businesses. R: There is no other competition that connects with Buffalo like we do. I: Impossible to mirror our commitment to the community. O: As Buffalo businesses grow, we will already have gained their trust.

Wide range of clientele: V: Profitability can be had with smaller clientele. R: Most competition prioritizes large scale businesses, leaving the smaller businesses vulnerable. I: Competition has a different fundamental philosophy in what clients to take on. Example will help small businesses succeed. O: Building trust with small businesses can pay off in the long run as they grow.

Strong customer service: V: Facilitates experience for client, helps build confidence in choosing
Example R: Other businesses struggle in providing positive customer service, which is our focus. I:
Competitor ceases communications once service is completed, Example will continue to work with
client through technology transitions. O: Strong customer service is essential to increasing retention
among active clients.

WEAKNESSES:

Ill-equipped to handle very large-scale business: V: Having the means to handle large-scale operations
ensures maximization of revenue and profit. R: Our business is still new and lacks the capital that our
competitors have. I: Our business currently doesn't possess the resources necessary to handle large
operations. O: Being the largest business in the industry allows you to have the most exposure to other
businesses and being able to handle the largest client will give the best opportunity for financial
success.

Limited resources: V: Having the means to operate at a large scale facilitates growth and profit. R:
Example doesn't possess the resources that competition has. I: Having a business with many resources
can be beneficial in leading the industry in success. O: Given more resources Example would have
more room to expand horizontally and cater to more needs of the clients.

Lack of industry experience: V: Having industry experience can be beneficial in avoiding potential
pitfalls and can help make the business operate with more direction. R: Having experienced
professionals work the business common among competition. I: Our core business leaders possess a
broad amount of knowledge in the industry that cannot be matched by any of our competition,
regardless of experience. O: Adding a few professionals that have experience in information
technology could prove to be valuable for the businesses success.

OPPORTUNITIES:

Increase in engineering graduates: Engineering graduates are key hires among Example technicians.
An increase in the workforce decreases competition and makes the hiring process easier. Graduates are
hungry to have an opportunity upon graduation which is a perfect match for Example Graduates from
local schools have a great chance at gaining employment at our business.

Increase in information technology spending by 3%: This trend is favorable for the business, if
spending is up in the industry. With more businesses growing and outsourcing information technology,
there is more room for profit. An increase in spending means that the industry is still growing which
shows the potential for long term success.

Use of the internet: Using the internet as a medium to communicate with customers is inexpensive and
convenient. Customer service in real time, using the internet, can increase customer satisfaction as it is
faster and provides a better service overall. Implementing a website is relatively inexpensive and
intuitive for the business and for the customer.

THREATS:

Internal information technology departments: As businesses grow, they will increase internal control by implementing their own department and Example cannot provide its service. Internal departments are inferior to our product and will ultimately hurt the business. If long-term or large clients develop their own departments, it will financially impact the business.

Ease of entry into the market: Entering the information technology service industry is easy due to low overhead costs and a saturated job market full of qualified candidates to complete the job. Buffalo is a growing market for local businesses which will create a strong opportunity for competition to enter the industry. As more businesses enter the industry, competition will increase and will take clients away from Example and will reduce overall profits.

Offshore Solutions: Businesses frequently look for offshore solutions to their information technology. Looking to countries like India are favorable to using domestic businesses due to overall cost. Though the customer service and overall quality is lower, businesses that do not prioritize information technology will choose the least expensive option. Offshore solutions are weakening due to government action to influence spending domestically, however this is still a major threat to the business.

4 I's

INTANGIBILITY

Our business provides information technology solutions to businesses such as network optimization, hardware installation, and product repair or replacement. Example can improve a business' ability to conduct activities in internal/external communication, E-commerce, connectivity to the internet, or anything in general that uses technology to facilitate the business. Example can truly repair the core infrastructure of any business. Any business that needs information technology consultation and implementation could greatly benefit from the use of the Example service.

INCONSISTENCY

Thorough training and numerous qualifications are required to be a Example technician. Quality control is vital to monitoring consistency. Many of our services are repetitive with a repetitive product. Through these repetitive practices, our professional technicians will find consistency. Operating with consistency is key to ensuring a quality product. Once our business works with a client, it is expected that we perform our services at the same level, every time.

INSEPARABILITY

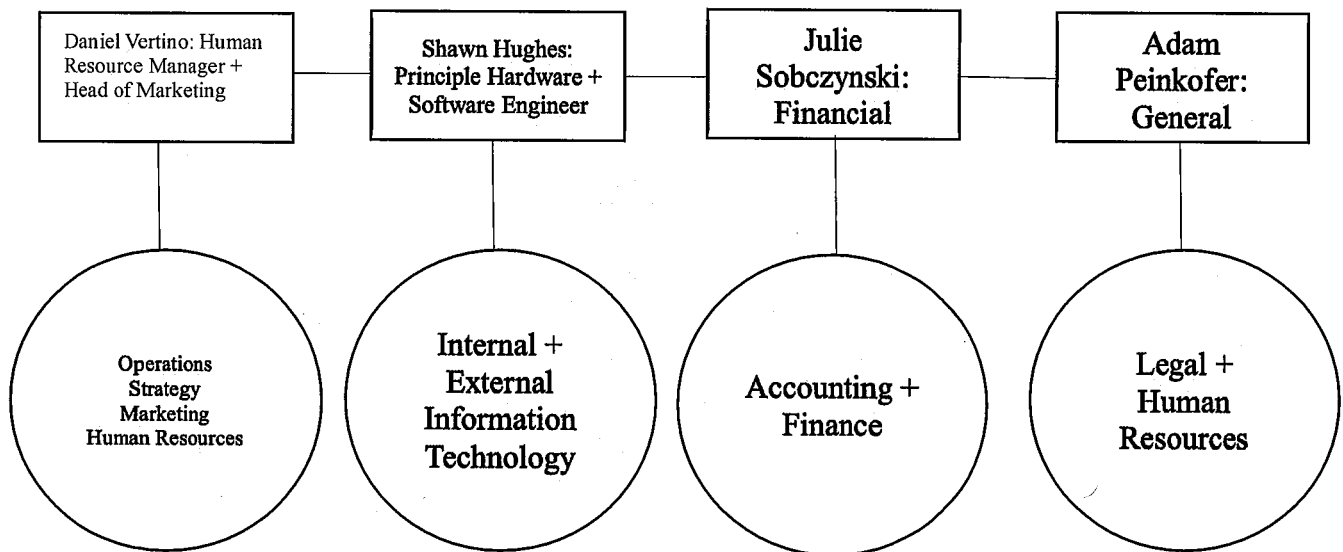
Once a company chooses Example our relationship with the client is established. We begin our services with a consultation where a specialist assesses what the wants and needs are for the business as well as laying out an overall strategy that best suits the client based on their financial commitment. Once implementation of the plan begins, there is constant communication between our technicians and key business members to ensure satisfaction. Our technicians will work with the business to determine the best times to work to be minimally invasive for the client's operations. Once the system hardware or software is installed, our technicians will walk the client through the uses of the newly installed technology, so it can be fully utilized. After the installation process is completed we conduct a follow-

up meeting with the clients regarding overall satisfaction of our work or to answer any questions the client may have. Customer support will always be an available resource to the client at this point and the business will always be willing to assist or facilitate the utilization of Example installed technology. These measures are taken to build a relationship with clients to retain their business as to potentially obtain new business from similar potential clients.

INVENTORY

Employees are the most vital piece of inventory for the business as there is not a high amount of inventory being held within the business. Employees will conduct all services necessary for the business to operate. Physical inventory will include common items that need to be replaced frequently such as power cables, printer ink/toner, ethernet cables, monitors, routers, and wiring. These components will be held on hand in short supply to conduct quick, small fixes. Bigger components/items that need to be ordered on an individual basis will be procured as the client needs them. Basic office supplies will be needed for administrative work such as chairs, desks, paper, printers, computers, phones, etc.

MANAGEMENT PLAN



ORGANIZATIONAL PLAN

Example is structured to be a flat organization. The flat organization structure provides equal power to a team of leaders and each member of this team has leadership over the rest of the organization. The organization will be divided into four departments. Accounting, Operations, Management/Marketing, and Legal. Each department will consist of four members plus their department head.

The head of Example Accounting will be Julie S. Julie is currently pursuing an MBA in Accounting at example college and anticipates being a CPA. Julie is an asset to the business as she provides organization, strong decision-making skills, and strong knowledge in the field of Accounting. With the

business she will hold the title as financial controller. As a financial controller, her responsibilities include opportunity forecasting, financial reporting, quarterly budgeting, debt management, and preparation of the businesses taxes at the end of the fiscal year.

The head of Example Operations will be Shawn H. Shawn is currently attending Example College and majoring in Cyber security and has exemplary knowledge in the field of computer hardware. Shawn provide intangibles to the business that cannot be matched in the industry. His ability to think critically and problem solve will help the business overcome any hurdles along the way. Shawn will hold the title of Principal software and hardware engineer. His responsibilities at this position include training all incoming information technology specialists, oversee all technical operations, and to ensure total quality control top to bottom for the business.

The head of Example Legal will be Adam P. Adam is currently attending The University at Example and pursuing a bachelor's degree in Pre-Law. Along with his degree, Adam provides sensibility, completeness, strong ethics, and a thorough understanding of corporate law. These traits are highly valued to the business and his expertise in the industry will provide a clear competitive advantage for Example. Adam's title for the business will be general counsel. As general counsel, Adam will be responsible for providing strategic legal advice to management, set internal business policies, and provide valued decision making on any decision within the business.

The head of Example Management and Marketing will be Dan V. Dan is currently attending example College and is pursuing his bachelor's degree in Business Administration. Dan provides crucial decision-making skills and has knowledge in all fields necessary to operate and manage the business. Dan will serve as head of marketing, and as human resource manager. At these positions, Dan is responsible for creative design processes to enhance company image and is expected to increase revenue. He is also responsible for all personnel changes that pass through the department heads in the organization.

STRATEGIC LEADERSHIP AND ENTREPRENEURSHIP

Dan V is the clear leader of this organization. He holds the role of Human Resource Manager, Head of Marketing, and President of Example -His responsibilities for this role include controlling operations, strategy, marketing strategies, personnel changes, executing goals and objectives, and maintaining profitability consistently. Dan knows that his lack of leadership experience is a disadvantage to conducting business. Therefore Example is structured as a flat organization. With the help of key team members, it will help position the business to succeed. An organization with this structure will ensure equal power and say for each member of the team.

Dan's qualifications as the President of the business are expansive. He is currently pursuing a bachelor's degree in Business Administration at example College. This experience enables success in business operations and equips him with the skills needed to sustain high revenues while minimizing cost. Dan also has a passion for the technology industry. Dan has been an expert in the field of computer hardware for five years and possess expansive knowledge in all things computer hardware related. This asset has proven useful and it can be vital to the businesses internal infrastructure.

Dan is truly committed to his community. He has lived in the Buffalo area his whole life and has deep roots with Buffalo's south towns. His development as a business person was heavily influenced by his familiarity to the region and is why it is a key goal of his to give back to his community. Example

emphasizes local businesses and believes this trait is a clear competitive advantage for businesses outsourcing information technology.

Dan possesses traits necessary to be a strong leader for his organization. One of his biggest strengths as a leader is his natural ability to portray a vision to others, and influence others to see his perception of success. This tool is useful for recruiting key employees for the business, as well as, gaining support from other local businesses who will "buy in" to the businesses vision. Dan is also a strong team builder. He has already developed a team of bright, young individuals from varying backgrounds that can contribute immediately with expansive knowledge of the industry. His ability to build a team is a valuable leadership trait for any business to have, it is even more vital to a growing local business such as Example Dan can motivate staff to work for him. His natural charismatic traits make working for him an interest for his employees. This is gotten from his promise to prioritize individuals first over the business. This means that he will focus on the well-being of all members of the organization even if it may damage the business overall.

While Dan is a strong leader in numerous fields, he also possesses some weaknesses as a leader that must be addressed to allow the business to thrive. Dan has been indirect when communicating with individuals in the past. This can harm the business as it loosens structure and weakens his ability to direct employees explicitly. He is also seen as introverted. This is an issue; strong leaders are naturally able to communicate effectively with staff. This tendency needs to be addressed for future success in the business. Another issue with Dan's leadership style, is his inability to prioritize tasks correctly. He is frequently found working on the task in front of him instead of focusing on the "big picture". This is acceptable for entry-level staff, not for leaders of a business that need to take proactive measures for growth.

After assessing the strengths and weaknesses for Dan. It is necessary to analyze the hurdles associated with being a successful leader. The most important step for Dan as a leader, is to build trust with team members and staff. He must also show strong communication with businesses that are considering Example as a candidate to provide information technology solutions. Another major hurdle for Dan to overcome as a leader is to show an ability to focus on large scale operations and be an effective goal setter. Though there are many obstacles to overcome for Dan as a leader, his natural tendency to have an intrapersonal mind will allow for improvement and show that he is able to assess his own strengths and weaknesses to grow for the business.

OPERATIONS PLAN

SUPPLY CHAIN ANALYSIS

There is no need to hold inventory of any computer hardware for this business. Ordering for our operations will consist of various office materials and just-in time ordering of components necessary to implement our service. Computer hardware will be purchased through Newegg. This business provides various items such as computer monitors, miscellaneous cables, power supplies, central processing units, small scale storage solutions, random access memory, and other peripherals such as keyboards or monitors. Tri-Delta is also a supplier for operations as they supply large scale storage solutions, various computing components, and a wide array of networking solutions for a business. Ingram Micro will be an alternative source as a supplier. This business will be used as a contingency if the aforementioned businesses falter or prove to be too costly. Ingram Micro is a supplier of all computer components needed for our operations.

While ordering in smaller quantities are more costly, Example values reliability and consistency. Our business believes that reliable suppliers are the foundation for sustained and successful operations that our customers expect.

Example also needs office suppliers for day-to-day office needs. Our main office supplier will be Eaton office supplies. This decision was made based on a combination of competitive pricing, and favorable service over their competitors. Our secondary supplier will be W.B. Mason. This business will serve as a secondary supplier for items that are cheaper or unavailable through Eaton. The final contingency for buying office supplies will be Grainger. Grainger will be able to supply our business if the other two fail to provide products up to our standard. Our business believes that it is crucial to have contingencies in place, even for non-essentials.

INTERNALS

Example will control marketing internally. The marketing department will be responsible for advertising, e-commerce, and providing a favorable image of our service to potential clients. Marketing from within is advantageous as it reduces cost and is a more reliable option for our business compared to outsourcing. Accounting will also be handled internally. Items associated with accounting include bookkeeping, managing taxes, cost analysis, and measuring profitability through observing financial statements. This is another method to reduce costs for our business. There is no need to outsource our bookkeeping as our internal accounting department is strong enough in this field. Internal information technology will also be handled internally. Information technology is a core competency and is something that does not need to be outsourced. Our information technology department will handle the businesses overall technology infrastructure, networking, cyber security, and routine maintenance of our computer hardware.

CUSTOMERS

Our customer base includes all businesses and organizations in the Buffalo, NY area with no existing information technology department. Couple this with all operations that emphasize technology as a medium for procuring sales in any way, and our business is the perfect solution for any business that fits these criteria. Example emphasizes its commitment to conducting business with other rising, local businesses that operate in Buffalo. It is the forefront of our businesses efforts to provide consistency and quality to our community and local businesses.

PROFIT & LOSS

Income Statement							
Projected for Year End 2019, 2020, 2021							
Revenues:					2019	2020	2021
	Service Revenue				700,000.00	800,000.00	925,000.00
	Less: Sales Discounts and Allowances				(25,000.00)	(35,000.00)	(37,500.00)
	Other Revenues and Gains				60,000.00	75,000.00	74,000.00
	Total				735,000.00	840,000.00	961,500.00
Expenses: (selling and administrative)							
	Salary Expense				270,000.00	279,000.00	288,000.00
	Wages Expense				416,780.00	422,614.92	435,715.98
	Cost of Goods Sold				32,000.00	36,480.00	42,240.00
	Rent Expense				19,000.00	21,000.00	23,000.00
	Depreciation Expense						
		Electronic Equipment			3,000.00	3,500.00	3,500.00
		Office Equipment			300.00	500.00	500.00
		Furniture & Fixtures			1,200.00	1,300.00	1,300.00
	Utilities Expense				600.00	600.00	600.00
	Advertising Expense				1,800.00	1,920.00	2,040.00
	Interest Expense				23,750.00	23,750.00	23,750.00
	Bad Debts Expense				6,000.00	14,000.00	16,000.00
	Supplies Expense				14,000.00	16,000.00	16,500.00
	Licences and Subscriptions Expense				2,500.00	2,500.00	2,500.00
	Total				790,930.00	823,164.92	855,645.98
	Net Income Before Taxes:				\$ (55,930.00)	\$ 16,835.08	\$ 105,854.02
	Income Taxes (Carry forward):				(19,575.50)	5,892.28	37,048.91
	Net Income After Taxes:				\$ (36,354.50)	\$ 10,942.80	\$ 68,805.11
	Income Taxes					12,920.01	31677.3
					Carry Forward	18700.5	-5,780.49
						-5,780.49	25,896.81

<u>Employees</u>	<u>Position</u>	<u>Annual Salary</u>		
Daniel	CEO	80,000	82,000	84,000
Departmental Cost		109,200	125,580	127,464
Julie	Controller	68,000	70,000	72,000
Departmental Cost		109,200	125,580	127,464
Shawn	Hardware/Software Engineer	60,000	62,000	65,500
Departmental Cost		94,640	96,060	97,500
Adam	General Counsel	62,000	65,000	66,500
Departmental Cost		103,740	105,296	106,876
Salaries		270,000	279,000	288,000
Wages		416,780	452,516	459,303
		686,780	731,516	747,303

Income Statement

***Optimistic* Projected for Year End 2019, 2020, 2021**

Revenues:					2019	2020	2021
	Service Revenue				700,000.00	840,000.00	1,000,000.00
	Less: Sales Discounts and Allowances				(25,000.00)	(35,000.00)	(37,500.00)
	Other Revenues and Gains				60,000.00	75,000.00	74,000.00
	Total				735,000.00	880,000.00	1,036,500.00
Expenses: (selling and administrative)							
	Salary Expense				270,000.00	279,000.00	288,000.00
	Wages Expense				416,780.00	425,116.00	433,618.00
	Cost of Goods Sold				32,000.00	38,400.00	46,080.00
	Rent Expense				19,000.00	21,000.00	23,000.00
	Depreciation Expense						
	Electronic Equipment				3,000.00	3,500.00	3,500.00
	Office Equipment				300.00	500.00	500.00
	Furniture & Fixtures				1,200.00	1,300.00	1,300.00
	Utilities Expense				600.00	600.00	600.00
	Advertising Expense				1,800.00	1,920.00	2,040.00
	Interest Expense				23,750.00	23,750.00	23,750.00
	Bad Debts Expense				6,000.00	14,000.00	16,000.00
	Supplies Expense				14,000.00	16,000.00	16,500.00
	Licences and Subscriptions Expense				2,500.00	2,500.00	2,500.00
	Total				790,930.00	827,586.00	857,388.00
	Net Income Before Taxes:				\$ (55,930.00)	\$ 52,414.00	\$ 179,112.00
	Income Taxes (Carry forward):				(19,575.50)	18,344.90	62,689.20
	Net Income After Taxes:				\$ (36,354.50)	\$ 34,069.10	\$ 116,422.80
	Income Taxes					12,920.01	31677.3
					Carry Forward	18700.5	-5,780.49
						-5,780.49	25,896.81

Employees	Position	Annual Salary		
Daniel	CEO	80,000	82,000	84,000
Departmental Cost		109,200	111,384	113,612
Julie	Controller	68,000	70,000	72,000
Departmental Cost		109,200	111,384	113,612
Shawn	Hardware/Software Engineer	60,000	62,000	65,500
Departmental Cost		94,640	96,533	98,463
Adam	General Counsel	62,000	65,000	66,500
Departmental Cost		103,740	105,815	107,931
Salaries		270,000	279,000	288,000
Wages		416,780	425,116	433,618
		686,780	704,116	721,618

Income Statement

***Pessimistic* Projected for Year End 2019, 2020, 2021**

Revenues:		2019	2020	2021
Service Revenue		700,000.00	650,000.00	560,000.00
Less: Sales Discounts and Allowances		(25,000.00)	(35,000.00)	(37,500.00)
Other Revenues and Gains		60,000.00	75,000.00	74,000.00
Total		735,000.00	690,000.00	596,500.00
Expenses: (selling and administrative)				
Salary Expense		270,000.00	279,000.00	288,000.00
Wages Expense		416,780.00	408,445.00	400,278.00
Cost of Goods Sold		32,000.00	26,000.00	22,000.00
Rent Expense		19,000.00	21,000.00	23,000.00
Depreciation Expense				
	Electronic Equipment	3,000.00	3,500.00	3,500.00
	Office Equipment	300.00	500.00	500.00
	Furniture & Fixtures	1,200.00	1,300.00	1,300.00
Utilities Expense		600.00	600.00	600.00
Advertising Expense		1,800.00	1,920.00	2,040.00
Interest Expense		23,750.00	23,750.00	23,750.00
Bad Debts Expense		6,000.00	14,000.00	16,000.00
Supplies Expense		14,000.00	16,000.00	16,500.00
Licences and Subscriptions Expense		2,500.00	2,500.00	2,500.00
Total		790,930.00	798,515.00	799,968.00
Net Income Before Taxes:		\$ (55,930.00)	\$(108,515.00)	\$(203,468.00)
Income Taxes (Carry forward):		(19,575.50)	(37,980.25)	(71,213.80)
Net Income After Taxes:		\$ (36,354.50)	\$ (70,534.75)	\$(132,254.20)
Income Taxes			12,920.01	31677.3
		Carry Forward	18700.5	-5,780.49
			-5,780.49	25,896.81

Employees	Position	Annual Salary		
Daniel	CEO	80,000	82,000	84,000
Departmental Cost		109,200	107,016	104,876
Julie	Controller	68,000	70,000	72,000
Departmental Cost		109,200	107,016	104,876
Shawn	Hardware/Software Engineer	60,000	62,000	65,500
Departmental Cost		94,640	92,748	90,894
Adam	General Counsel	62,000	65,000	66,500
Departmental Cost		103,740	101,665	99,632
Salaries		270,000	279,000	288,000
Wages		416,780	408,445	400,278
		686,780	687,445	688,278

Break-Even Analysis			
	2019	2020	2021
Fixed Cost	\$342,150	\$361,570	\$377,690
Revenue/Client	\$20,000	\$20,000	\$20,000
Variable Cost/Client	\$12,882	\$11,477	\$10,259
Break-Even Point	48 Clients	42 Clients	38 Clients

information used from projections

Realistically Example expects a 14% growth annually based on growth in the market. As seen in the first statement the business expects \$700,000 in total service revenues at the end of year one with a total of \$790,000 in expenses. Overall, the business is expecting a loss of \$36,000 after taxes. If the business operates as anticipated, taxes will be deferred year one and carried forward to year two taxes. The business realistically expects to experience a net income of ~\$70,000 through the first three years.

The following statement shows an optimistic viewpoint of what the business can obtain in the first three years of operation. This statement shows a growth of 20% annually and yields a net income of over \$100,000 after three years. Wages and Cost of Goods Sold grow marginally with the increase in production. This model shows that the business will only grow with increased volume. Investors can expect a high return on investment if the market continues to grow.

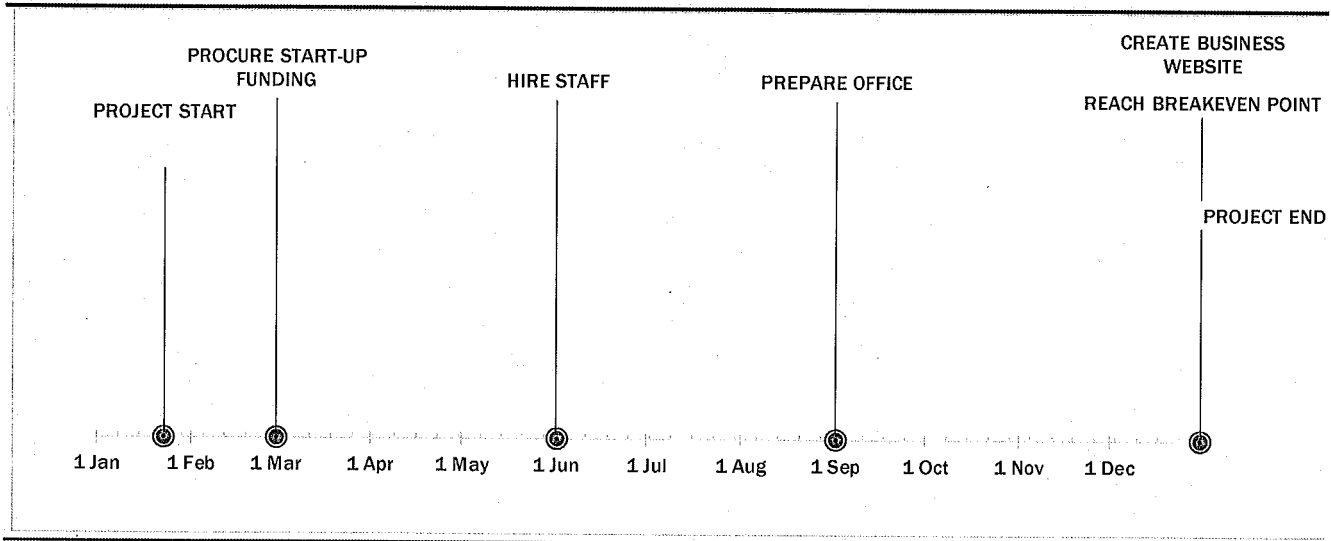
On the pessimistic side, the business experiences a continued loss in clientele. This can happen from poor retention of existing clients, and an inability to procure new ones. Through three years in this model the business experiences a loss of over \$200,000. If this occurs wages will be reduced significantly and could lead to a reduced overall workforce. Furthermore, with the large-scale loss, department heads will experience a cut in salary or may not receive a salary at all as a contingency.

In the break-even analysis the businesses fixed costs consistently rise with an increase in advertising, salaries, rent space, office supplies, etc. Variable costs are decreasing as an increase in the workload for the staff without hiring new members. Variable costs are also decreasing from the continued experience and better efficiency throughout the organization. The total average revenue generated per client is \$20,000. Through the analysis it takes on average, forty-two clients annually to break even for the business. Realistically the business aims to procure this number of clients within the first two years of operation.

Example will use several resources financially to begin operations. \$150,000 is needed to begin operations. This capital will be enough to finance the workforce, the cost of goods, rent, equipment utilities, advertising, supplies, and any necessary licensing or software, for the first quarter. Primarily, the business will be funded through personal contributions from each department head. This expects to be ~\$75,000 for startup capital. \$15,000 from each of the three department heads, and \$30,000 from Dan (President). Though a small business loan, another \$50,000 can be expected. Once at least fifty-percent of the capital is raised, the other half of the money will be sought out in the form of equity financing. Example will target investors for the remaining money needed in return for equity in the business. Either through individual investors or through investment groups, the remaining \$75,000 must be procured.

MILESTONES

Milestone Timeline



Milestone: Procure Start-Up Funding:

INVESTORS:

- Set up meetings with potential investors
- Present business opportunity
- Negotiate equity disbursement
- Acquire goal of \$75,000 for Start-Up

LOAN:

- Meet with banks
- Compare rates
- Negotiate repayment agreement
- Determine most favorable option
- Accept loan for goal of \$50,000

INVESTMENT FROM DEPARTMENT HEADS:

- Negotiate equity disbursement from investment
- Determine split of investment contribution
- Ideally receive \$15,000 from each department head
- \$30,000 contribution from President

Milestone: Hire Staff

DETERMINE ORGANIZATION ROLES:

- Meet with department heads to review organizational structure
- Determine roles for each employee in each department
- Determine baseline qualifications
- Determine pay rate

ALLOCATE FUNDING:

- Determine actual cost per employee
- Determine allotted hours allowed per week
- Use start-up capital for staffing

INTERVIEW CANDIDATES:

- Review applicants
- Schedule and conduct interviews with qualified candidates (INCLUDE DEPARTMENT HEAD IN INTERVIEW)
- Conduct background checks
- Conduct post-interview evaluations
- Hire best candidates

Milestone: Prepare Office

BUILDING:

- Determine needed square footage
- Survey geographical location and implications
- Negotiate and look for space that works with budget
- Rent working office space

ACQUIRE FURNITURE:

- Layout office design within space
- Purchase desks and conference tables
- Purchase chairs
- Purchase lighting
- Purchase miscellaneous office supplies

ACQUIRE EQUIPMENT:

- Internet
- Phones
- Computers (and external devices)
- Printers
- Copiers

Milestone: Create Business Website

CONTENT CREATION:

- Show mission and vision statement
- Page about operational processes
- Bio pages about each department head
- Showcase core competencies

DESIGN WEBPAGE:

- Produce design mock ups
- Determine optimal layout for page
- Produce functioning webpage
- Provide real-time customer service chat box

PURCHASE DOMAIN & SEARCH ENGINE OPTIMIZATION:

- Determine cost to produce
- Review Google Ad Rank/Google Analytics
- Adjust website to improve rank to maximize exposure
- Purchase bid through to be displayed on Google

Milestone: Reach Breakeven Point

NETWORK:

- Meet with clients
- Pitch plan to new clients
- Increase exposure through word of mouth

MARKET:

- Showcase competitive advantage
- Review Analytics and Improve

CUSTOMER SERVICE SATISFACTION:

- Provide real-time technical support via online chat or through phone
- Conduct follow up meetings with clients
- Ensure customer satisfaction
- Obtain customer testimonials and apply to website
- Maintain retention of customers

RISK

Person Responsible: Julie

Risk: Insufficient Start-up Funding		Impact	Likelihood	Inherent Risk	Current Mitigation	Target Mitigation
		9.0	8.0	8.5	5.0	9.0
Risk Factors	Impacts	Mitigation Activities				
1) Inability to find investors 2) Lenders won't approve loan 3) Insufficient contribution from department heads 4) Start-up estimated is less than really needed	1) Poor economy 2) Revenues from department heads 3) Poor Credit 4) Small amount of collateral	1) Personal loans from friends and family 2) Meet with private investors 3) Picking up side jobs				

Person Responsible: Dan

Risk: Hiring Staff		Impact	Likelihood	Inherent Risk	Current Mitigation	Target Mitigation
		7.0	5.0	6.0	3.0	9.0
Risk Factors	Impacts	Mitigation Activities				
1) Wages are too low 2) Underqualified candidates 3) Candidates do not align with mission 4) Low amount of applications received 5) 6) 7)	1) Low amount of capital 2) Small network 3) Specific values are desired 4) High expectations from workforce 5) 6) 7)	1) Attend job fairs 2) Sell company image 3) Communicate opportunity with peers				

Person Responsible: Dan

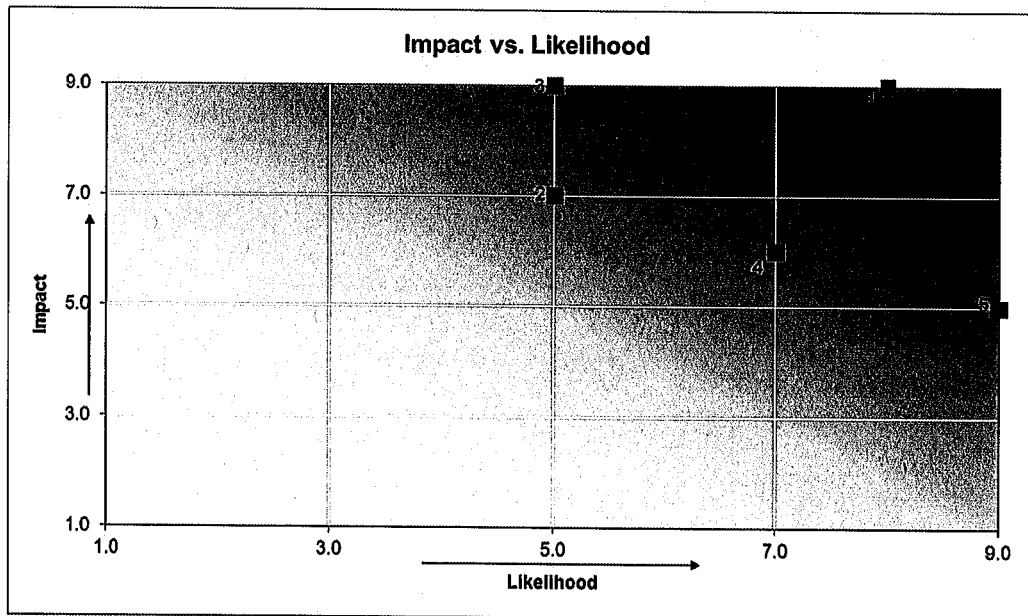
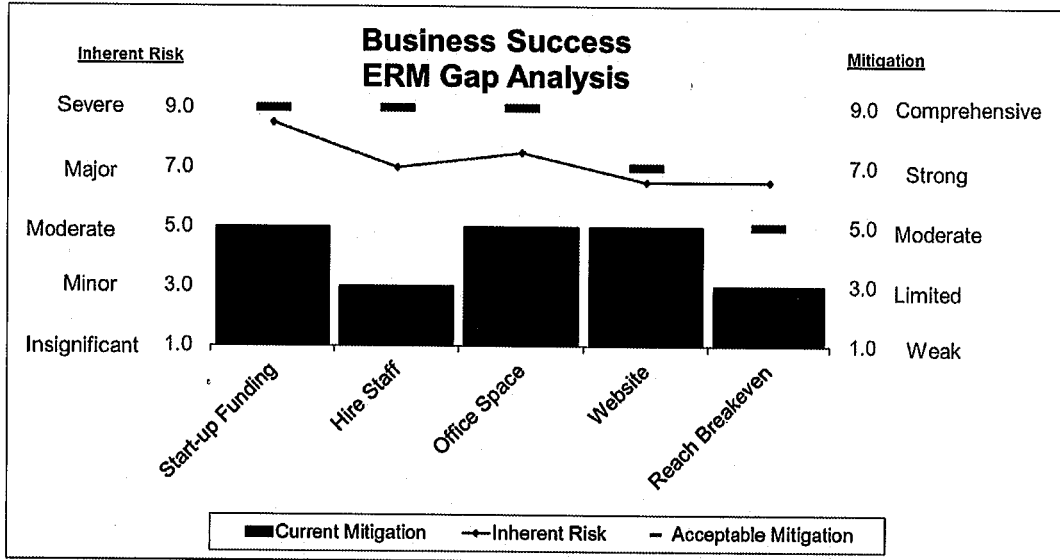
Risk: Website creation		Impact	Likelihood	Inherent Risk	Current Mitigation	Target Mitigation
		6.0	7.0	6.5	5.0	7.0
Risk Factors	Impacts	Mitigation Activities				
1) Lack of content 2) Too costly 3) Poor functionality 4) Unappealing design 5) 6) 7)	1) High pricing for Google bids 2) No formal training in web design 3) Low budget 4) 5) 6) 7)	1) Hubspot certification 2) Google Adword certification 3) Word press experience				

Person Responsible: Dan

Risk: Office space		Impact	Likelihood	Inherent Risk	Current Mitigation	Target Mitigation
		9.0	5.0	7.0	5.0	9.0
Risk Factors	Impacts	Mitigation Activities				
1) Not enough space 2) Too Expensive 3) Poor suppliers for equipment 4) Undesirable location 5) Unfavorable lease stipulations 6) 7)	1) Low amount of capital 2) Inexperience to find suppliers 3) Competition 4) 5) 6) 7)	1) Lower standards 2) Negotiate language in lease 3) Expand search for locations				

Person Responsible: Julie S.

Risk: Failure to reach breakeven point		Impact	Likelihood	Inherent Risk	Current Mitigation	Target Mitigation
		5.0	9.0	7.0	3.0	5.0
Risk Factors	Impacts	Mitigation Activities				
1) Lack of new clientele 2) Inadequate customer support 3) Low client retention 4) Low customer satisfaction 5) 6) 7)	1) Small network 2) Young business 3) Small amount of capital 4) 5) 6) 7)	1) Accept risk 2) Maximize exposure via expansion of network				



The most impactful risk currently for Example is potential failure to procure start-up funding. This is the most impactful risk as failure to do so will delay and ultimately halt operations. Acquiring necessary funding is essential to operating this business and until it is handled, an office cannot be obtained, staff cannot be hired, and clients can't be accepted.

The lowest-impact risk is the acquisition of an office space. This isn't exactly essential to operations as the business can truly operate in any space. Failure to obtain an ideal office space would not directly impact the business short-term and can be easily mitigated.

The risk most-likely to occur is failure to reach the breakeven point. This is expected as 2019 will be the first year of operations and clients have not yet been procured. In future years client growth can be expected. This risk has a relatively low impact in year one as a loss has been forecasted and has been expected.

The risk that is least-likely is the failure to hire staff. Finding work is very possible and exploring schools or attending job fairs are easy methods to find short-term willing work. Not finding work is moderately impactful year one as help will be required to conduct operations. Though staff is essential, the volume of work will be small enough year one to justify being short-staffed at times.

CONTINGENCY

IF EXAMPLE FAILS TO PROCURE START-UP FUNDING: The business will opt to accept the deficit and manage the business with what is available. Furthermore, the business will continue to mitigate the loss through the continued effort to procure capital funding via investors and possibly another loan.

IF EXAMPLE FAILS TO COMPLETELY HIRE STAFFING: The business will accept the short staff and will with the available workforce and hire marginally as the workload increases. Hiring will be mitigated through hiring temporary employees who can function in the workplace.

IF Example FAILS TO CREATE A FUNCTIONAL WEBSITE: The business will transfer the task to an outsourced marketing company that can create an aesthetic website that can appeal to the client. Outsourcing isn't ideal as it will increase cost and will create dependency on an outside company, ultimately lowering internal control of the business.

IF EXAMPLE FAILS TO PROCURE AN OFFICE SPACE: The business will mitigate the issue by lessening requirements for the office space and increasing the allocated budget for rent.

IF EXAMPLE FAILS TO REACH THE BREAKEVEN POINT: The business will ignore the issue as it is expected, and the loss will be accepted. Profitability is expected at the end of year two, and the loss will be recouped by the end of year three.

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