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THOMAS HAUCK COMMUNICATIONS SERVICES

1.0 EXECUTIVE SUMMARY

XYZ is a sole proprietorship based in City, Massachusetts. The company provides affordable internet-based marketing solutions. The company's core market consists of small business owners in Central Massachusetts. The president and owner is Ms. Nancy Smith.

Using her expertise and resources as a website designer and marketing professional, Ms. Smith is creating a proprietary web-based interactive publication, WEBSITE.COM, which has acquired the URL www.website.com. WEBSITE.COM is 100% owned by Ms. Smith as a sole proprietorship.

WEBSITE.COM will serve women with news, commentary, advice, humor, and community exchange. As the name implies, WEBSITE.COM will be a practical resource for women. It will be both aspirational and inspirational.

WEBSITE.COM will target women 25-75 who are engaged in multiple vocations and who lead busy, engaged lives—in the workplace, as parents or grandparents, and as community members. During operating year one (Y1) the focus of the content will be from the New England area, and will expand each year thereafter to attain a national, non-regional character by the end of year three (Y3).

During the first three years, WEBSITE.COM will not pay for original content. Content will be provided by a growing network of contributors and links. During Y1, thirty percent will be provided by business owners and consultants who have areas of professional expertise; thirty percent through links to content creators; and thirty percent from bloggers and unpaid contributors. Editorial and graphic art control will ensure brand identity and continuity. After Y3, it is anticipated that an increasing amount of content will be provided by paid contributors who will furnish original articles that will bear the WEBSITE.COM copyright.

During the first three years, WEBSITE.COM's sole cash revenue source will be advertising and affiliate programs. As the WEBSITE.COM brand becomes established, the brand may be attached to physical products such as WEBSITE.COM self-help publications.

WEBSITE.COM will be launched with an initial investment of \$ xxxx provided by Ms. Smith. Launch date is xxxx 2008. Financial projections during the first year are \$ xxxx revenues, \$ xxxx expenses, and \$ xxxx profit (or loss). Financial projections for the first three years are included in section 7.2 of the business plan.

1.1 OBJECTIVES

The Y1 objectives of WEBSITE.COM are as follows:

1. To build the infrastructure of www.website.com including website design, editorial policy and staff, content contributors, and marketing/promotion.
2. To launch www.website.com on xxxx, 2008.
3. To present xxxx pages of content, exclusive of links to outside content.
4. To achieve a rate of xxxx page views per month.
5. To achieve a rate of xxxx unique visitors per month.
6. To achieve a rate of xxxx click-throughs per month to outside content.
7. To sell \$ xxxx of advertising and affiliation per week.
8. To place the WEBSITE.COM click-through button or banner on xxxx websites of affiliates.
9. To establish WEBSITE.COM as a brand.

1.2 MISSION

The mission of WEBSITE.COM is to empower, educate, and entertain women. We seek to provide insight into issues that affect women, to inspire women to achieve, to educate women in both practical and intellectual subjects, to offer a forum for discussion, and to create a supportive and nurturing community.

1.3 ACTION PLAN FOR SUCCESS

The actions leading to success are:

- Create and test the branded WEBSITE.COM website architecture.
- Identify and exploit sources of quality content.
- Continuously weave the content seamlessly into the WEBSITE.COM website experience.
- Control costs while maximizing value to the user.
- Attain the targeted number of visits and click-throughs.

- Attain the targeted number of pages and articles.
- Build WEBSITE.COM search engine recognition.
- Collect user data to create a universe of WEBSITE.COM users. Identify both concentrations of users and where the number and quality of users falls short.
- Build a stable of quality contributors and bloggers.
- Attain advertising goals—space, duration, and revenue.
- Leverage the WEBSITE.COM brand to other markets.

1.4 TIME LINE: ANNUAL GOALS

YEAR	PAGES	UNIQUE VISITORS	PAGE VIEWS	AD SPACE	AD REVENUE	REVENUES	EXPENSES	PROFIT
Y1								
Y2								
Y3								

2.0 COMPANY SUMMARY AND OWNERSHIP

City, MA, recognized an unfilled niche in the internet self-help marketplace. Ms. Smith created WEBSITE.COM to serve as an internet destination for multitasking women ages 25-75 that provided practical, inspirational, and aspirational peer-generated information.

WEBSITE.COM is a sole proprietorship owned by Ms. Smith. Startup funding for WEBSITE.COM in the amount of \$ xxxx has been provided by Ms. Smith. It is anticipated that additional funding may be provided through small business loans and grants. The company does not anticipate seeking funding from venture capital investors or other individuals during the period Y1 —Y3.

The total investment capital requirements of WEBSITE.COM through the end of Y3 are projected to be \$ xxxx.

At the date of launch, WEBSITE.COM anticipates the number of full-time employees to be xxxx, the number of part-time and consultants will be xxxx. At the end of Y3, the number of full-time employees will be xxxx, and the number of part-time and consultants will be xxxx.

2.1 COMPANY LOCATION

Because WEBSITE.COM is an internet enterprise, the physical location will not be relevant to the user. The mailing address is:

XXXXX

XXXXX

3.0 PRODUCTS SUMMARY

The product of WEBSITE.COM is information. The product will be delivered through the content of the website www.website.com.

Content categories include:

1. Informational / educational
 - a. Practical information about everyday life topics—education, work, dieting, voting, raising children.
2. Product presentation
 - a. Product reviews and showcases by women-owned companies and products of interest to women.
 - b. Not necessarily just “women’s products” like lip gloss, but products that any independent woman needs to know about, like garage door openers and drain uncloggers.
3. Interview / testimonial
 - a. Success stories from women who have made it.
 - b. Women who can provide a practical roadmap and inspiration.
4. Cultural / historical
 - a. Articles that provide context and highlight the culture in which we live.
5. Humor / commentary
 - a. WEBSITE.COM must also be a place where women can hang out, relax, have fun, and escape from the stress of everyday life.
6. Forums
 - a. WEBSITE.COM should be a place where women’s voices can be heard, and where differing viewpoints can be presented.

3.1 COST AND METHOD OF PRODUCTION

Content will be provided by a growing network of contributors and links. During Y1, WEBSITE.COM content will be provided by the following:

- Promotional: One-third will be provided by business owners and consultants who have areas of professional expertise. Contributors will be invited to submit articles that provide useful or

inspiring information to our target audience. In exchange, the contributor will be provided with an opportunity to present a link to his or her business. This will be a non-cash barter agreement.

- Links: One-third through links to other Internet content creators. WEBSITE.COM will provide a brief introductory paragraph or graphic, and a link to the selected content. After Y3, WEBSITE.COM may begin to phase out this category of content because it does not enhance the WEBSITE.COM brand as effectively as purpose-written, original, copyrighted WEBSITE.COM content.

- Bloggers and contributors: One-third will be provided by (a) bloggers and (b) unpaid contributors.

(a) Bloggers: It is a goal of WEBSITE.COM to provide a robust public forum for the exchange an expression of ideas. Blogs encourage participation and build audiences.

(b) Unpaid contributors: WEBSITE.COM will provide a professional platform and an audience for emerging writers who are not yet ready to attract fee-based outlets for their work. Editorial and graphic art control will ensure brand identity and continuity.

- Key articles that cannot be acquired in the three preceding ways will be purchased as works for hire.

4.0 MARKET ANALYSIS SUMMARY

WEBSITE.COM exists in an information marketplace. Management believes that a thorough knowledge of this highly competitive marketplace is key to success. Effective branding and positioning in the marketplace—and the possibility of creating a new market—can be accomplished only with a clear picture of our competition.

Before the advent of the internet, women's informational content providers consisted of two sources: glossy magazines (*Cosmopolitan*, *Redbook*, *Family Circle*, *Vogue*), and television programs (*Julia Child*, *the View*). Since the development of the internet, a third source has been added: women's website destinations.

WEBSITE.COM will target women 25-75 who are engaged in multiple vocations and who lead busy, engaged lives—in the workplace, as parents or grandparents, and as community members. During operating year one (Y1) the focus of the content will be from the New England area, and will expand each year thereafter to attain a national, non-regional character by the end of year three (Y3).

4.1 MARKET ANALYSIS: COMPETITIVE LANDSCAPE

There are several general-interest competitors to WEBSITE.COM. They include:

1. www.ivillage.com/

“iVillage Inc., a division of NBC Universal, is the first and largest media company dedicated exclusively to connecting women at every stage of their lives. Ranked the #1 online destination for women with 31.4 million unique visitors (comScore MediaMetrix), iVillage.com offers an authentic community infused with compelling content from experts on health, parenting, pregnancy, beauty, style, fitness, relationships, food and entertainment. The site’s interactive features include thousands of message boards and a wide variety of social networking tools, allowing women around the world to connect, share ideas, and seek advice and support about everything from fertility to fashion.”

2. www.style.com

The Condé Nast portal for Vogue Magazine.

Average Unique Users/ Month: 2 Million

Source: Publishers Data, April 2006 - March 2007

12% Male / 88% Female

Median Age: 39.4

74% Ages 18-49

74% Ages 25-54

Average HHI: \$81,811

Source: @plan, Spring 2007

3. <http://www.womansday.com/>

The online version of the glossy magazine, a unit of Hachette Filipacchi Media U.S., Inc. Their statistics are:

WomansDay.com Traffic:

monthly unique visitors: 840,000

monthly page views: 20.4 million

Demographics: Female 91%

age 25-54 70%

median age 46.3 years

average Household income \$65,280

employed 54%

att. / grad. college+ 75%

married 69%

children in Household 49%

own a residence 79%

4. <http://www.cosmopolitan.com/>

A Hearst Magazines site. “Launched in March 2006, Hearst Magazines Digital Media is dedicated to creating and implementing the digital online and mobile strategy for Hearst Magazines, a unit of Hearst Corporation, one of the world's largest publishers of monthly magazines, with a total of 19 U.S. titles and nearly 200 international editions...with over 12 million unique users a month.”

5. <http://shine.yahoo.com/>

Shine is Yahoo’s proprietary website targeted to women. “We wanted to create a smart, dynamic place for women to gather, get info and to connect with each other and the world around them.... we want you to be a part of it, not just a bystander. This isn’t a magazine or a tv show where you are an inactive participant. You help create this site. On Shine we want you to blog (go here to start your own, it’s pretty easy), to comment on articles, to vote in our daily polls, to join in the harangue as we discuss daily events.”

6. <http://allwomenstalk.com/>

“All Women’s Talk is a website created specially for Fabulous Women. It brings the hottest updates on beauty, fashion, love, celebrities and other significant things we, women, need for our general fabulousity :) So, what does All Women’s Talk do exactly? It gathers all the finest articles from the most popular blogs and sites for women and shows them all in one place, so that you do not have to go back and forth from one bookmark to another. It sorts and groups all this information by categories, making it easy to find related articles from other sites, so that you get it all!”

7. <http://www.bellaonline.com/>

“BellaOnline provides an encouraging, supportive publishing community for women. We provide free training, support and promotion so writers may reach their personal and business goals. Overall, BellaOnline aims to provide high-quality, helpful, trustworthy content, at no cost, in a low advertisement environment for our millions of visitors.... We are a community of women who live all around the globe.... We do not do this for profit - as you’ve probably noticed, we run no pop-up ads, no pop-under ads, no interstitial ads.

8. <http://www.womenworking.com/>

A website operated by consultant Helene Lerner.

9. <http://www.womenshealthmag.com/>

This is the online version of *Women’s Health*, a glossy magazine owned by Rodale. “About Rodale: As a global content company in health and wellness, Rodale reaches more than 30

million people in 57 countries each month through its category-leading media properties and integrated marketing solutions and is one of the largest direct-to-consumer businesses.

10. <http://www.womensenews.org>

“Mission Statement: Women's eNews is the definitive source of substantive news--unavailable anywhere else--covering issues of particular concern to women and providing women's perspectives on public policy. It enhances women's ability to define their own lives and to participate fully in every sector of human endeavor.”

11. <http://www.wowowow.com/>

The website offers no information about the mission or management of wowowow. It seems to be a platform for the musings of wealthy and/or celebrity women including Leslie Stahl, Whoopi Goldberg, Marlo Thomas, Lily Tomlin, and Candice Bergen.

4.2 MARKET SEGMENT: 43 MILLION POTENTIAL USERS

According to the U.S. Census Bureau, there were approximately 92 million women aged 25—75 living in the United States as of July 1, 2007 [Annual Estimates of the Population by Sex and Five-Year Age Groups for the United States: April 1, 2000 to July 1, 2007 (NC-EST2007-01). Source: Population Division, U.S. Census Bureau. Release Date: May 1, 2008].

The Pew Internet & American Life Project's Broadband Adoption 2007 report finds that nearly half (47%) of all adult Americans now have a high-speed internet connection at home. The percentage of Americans with broadband at home has grown from 42% in early 2006 and 30% in early 2005. Among individuals who use the internet at home, 70% have a high-speed connection while 23% use dialup.

Assuming that most users of WEBSITE.COM will have a broadband internet connection, these statistics suggest that the potential primary-user audience in the United States for WEBSITE.COM is over 43 million women.

We assume that the iVillage.com target market is the same as WEBSITE.COM. The claim by iVillage.com that it captured 31.4 million unique visitors is a plausible target—this means that about 73% of the WEBSITE.COM target audience visited iVillage.com at least once during the sampled year. It is a goal that can be achieved by WEBSITE.COM within ten years.

5.0 STRATEGY AND IMPLEMENTATION SUMMARY

Our strategy is based on becoming a leader in a clearly defined market. Our audience of multitasking women 25-75 is internet savvy, looking for answers to life's challenges, eager to share advice and knowledge, and brand-loyal.

The task is to reach, inform, and involve our target market with minimal cash expense. Our Y1 strategy will be to maximize our search engine visibility, leverage affiliates, use email marketing, and build awareness through our network of contributors.

5.1 MARKETING AND PROMOTION STRATEGY

- Search engine optimization: WEBSITE.COM is being designed to be Google-friendly, with significant numbers of content-rich pages and text, links, and steady site activity. We will avoid the use of short-term tricks such as spamdexing, link farming, or keyword stuffing that are both unethical and detectable by search engine spiders.
- Affiliates: It is our goal to build a network of legitimate links with affiliates in order to make finding WEBSITE.COM easy and to enhance search engine visibility.
- Email: Selected email blasts will be sent to carefully edited lists to inform and involve prospective users.
- Personal outreach: Ms. Smith has built her business XYZ through personal networking throughout the central MA area, and will apply her considerable experience and skill to promoting WEBSITE.COM.
- Our contributors: We will encourage our contributors to become Website Ambassadors, because it is in their best interest to promote their personal contribution to the website.

We intend to hit these market goals Y1—Y3:

YEAR	PAGE VIEWS PER MONTH	UNIQUE VISITORS PER MONTH
Y1	xxxx	xxxx
Y2		
Y3		

5.2 REVENUE STRATEGY

WEBSITE.COM will earn income in Y1—Y3 through advertising sales. In Y1 our rates will be:

LOCATION	SIZE (PIXELS)	DURATION (WEEKS)	RATE
Landing page	xxxx	xxxx	\$ xxxx
Interior pages			

We will also exploit the potential of affiliate programs. Our value as an affiliate will grow as WEBSITE.COM acquires market share.

5.3 SALES STRATEGY AND FORECAST

Our sales strategy will include outreach to potential advertisers and affiliate partners.

Our sales goals are:

YEAR	ADVERTISING	AFFILIATE PROGRAMS	TOTAL
Y1	\$ xxxx	\$ xxxx	\$ xxxx
Y2			
Y3			

6.0 MANAGEMENT SUMMARY

WEBSITE.COM is a sole proprietorship owned by Ms. Smith. Full-time and part-time staffing will be kept lean. Contributors will not be paid staff, although some freelance writers may be used.

6.1 MANAGEMENT TEAM

Ms. Smith, Owner and President

[insert biography]

Others

[insert biography]

6.2 MANAGEMENT AND STAFF PLAN

The following table includes the personnel plan and projected salaries for key people:

NAME	POSITION	Y1	Y2	Y3
Ms. Smith	President	\$ xxxx	\$ xxxx	\$ xxxx
Jill Jones	Sales		\$ xxxx	\$ xxxx
John Citizen	Business Manager			\$ xxxx
TOTAL PAYROLL		\$	\$	\$
TOTAL STAFF				

7.0 FINANCIAL PLAN SUMMARY

After initial capitalization and site launch, growth will be achieved through internal cash flow generated by advertising and affiliate sales. Additional capital may be generated through government or private grants (particularly those intended for women-owned small businesses), additional investment by Ms. Smith, or the solicitation of outside investors.

Expenses will be controlled by the use of freelance independent contractors paid on a fee basis.

7.1 PROFIT AND LOSS PROJECTION

We expect \$ xxxx in net income in Y1 and \$ xxxx in Y3. Margin will be xxxx % in Y1 and xxxx % in Y3. [expand chart below as necessary]

PROFIT AND LOSS	Y1	Y2	Y3
SALES			
Cost of goods sold			
Gross margin			
OPERATING EXPENSES			
Sales and marketing payroll			
Advertising/promotion			
Other			
Total Sales and Marketing Expenses			
General and Administrative Expenses:			
Gen and Admin payroll			
Utilities			
Office			
Payroll taxes			
Total General and Administrative Expenses			
Other payroll			
Other			
Total Operating Expenses			
INCOME BEFORE INTEREST AND TAXES			
Interest			
Taxes			
NET PROFIT			

7.2 PROJECTED CASH FLOW

The table below illustrates cash accumulation from the initial assumption of \$ xxxx capital infusion (“new investments”). At the end of Y1 we project a cash balance of \$ xxxx.
[expand chart below as necessary]

CASH FLOW	Y1	Y2	Y3
CASH RECEIVED			
Operations			
Receivables			
Subtotal Cash Received from Operations			
Sales tax, VAT			
Borrowing			
Sales of assets			
New investments			
Subtotal Cash Received			
EXPENDITURES			
Cash spending			
Payment of accounts receivable			
Subtotal Cash Spent on Operations			
Sales tax, VAT			
Repayment of current borrowing			
Purchase long-term assets			
Dividends			
Subtotal Cash Expenditures			
NET CASH FLOW			
CASH BALANCE			

7.6 PROJECTED BALANCE SHEET

At the end of Y1 the company projects a net worth of \$ xxxx.

[expand chart below as necessary]

PRO FORMA BALANCE SHEET	Y1	Y2	Y3
ASSETS			
Current Assets			
Cash			
Accounts			
Receivable			
Other			
Total Current Assets			
Other assets, long-term assets			
TOTAL ASSETS			
LIABILITIES			
Current Liabilities			
Accounts Payable			
Current Borrowing			
Other current liabilities			
Total Current Liabilities			
Other liabilities, long-term liabilities			
Total Long-Term Liabilities			
TOTAL LIABILITIES			
Total Capital			
Total Liabilities and Capital			
NET WORTH			