

Executive Summary

Chasing Innovations is a student-led division of the Integrated Business Core (IBC) established by the Cedarville University Department of Business Administration. This sector of the IBC was launched with the goal of identifying breakthrough opportunities in the marketplace and helping to “enhance the Cedarville experience.” After extensive interviews, three needs have been determined that can be fulfilled within the Cedarville University family. To satisfy these needs, Chasing Innovations has developed three small business units (SBUs), which will each produce, market, and sell a unique product or service. In order to provide support for these divisions, six support teams have been created, each skilled in an essential business discipline.

Mission Statement

Chasing Innovations intends to provide two products and a service that will “enhance the Cedarville experience” for current students and alumni. We will maximize our profits and produce a sustainable business model by directly meeting the needs of those within the Cedarville University family. Above all else, we desire to use Chasing Innovations to spread the love of Jesus Christ, through the giving of our time, efforts, and financial resources.

Best regards,

Chase Summerlin, CEO



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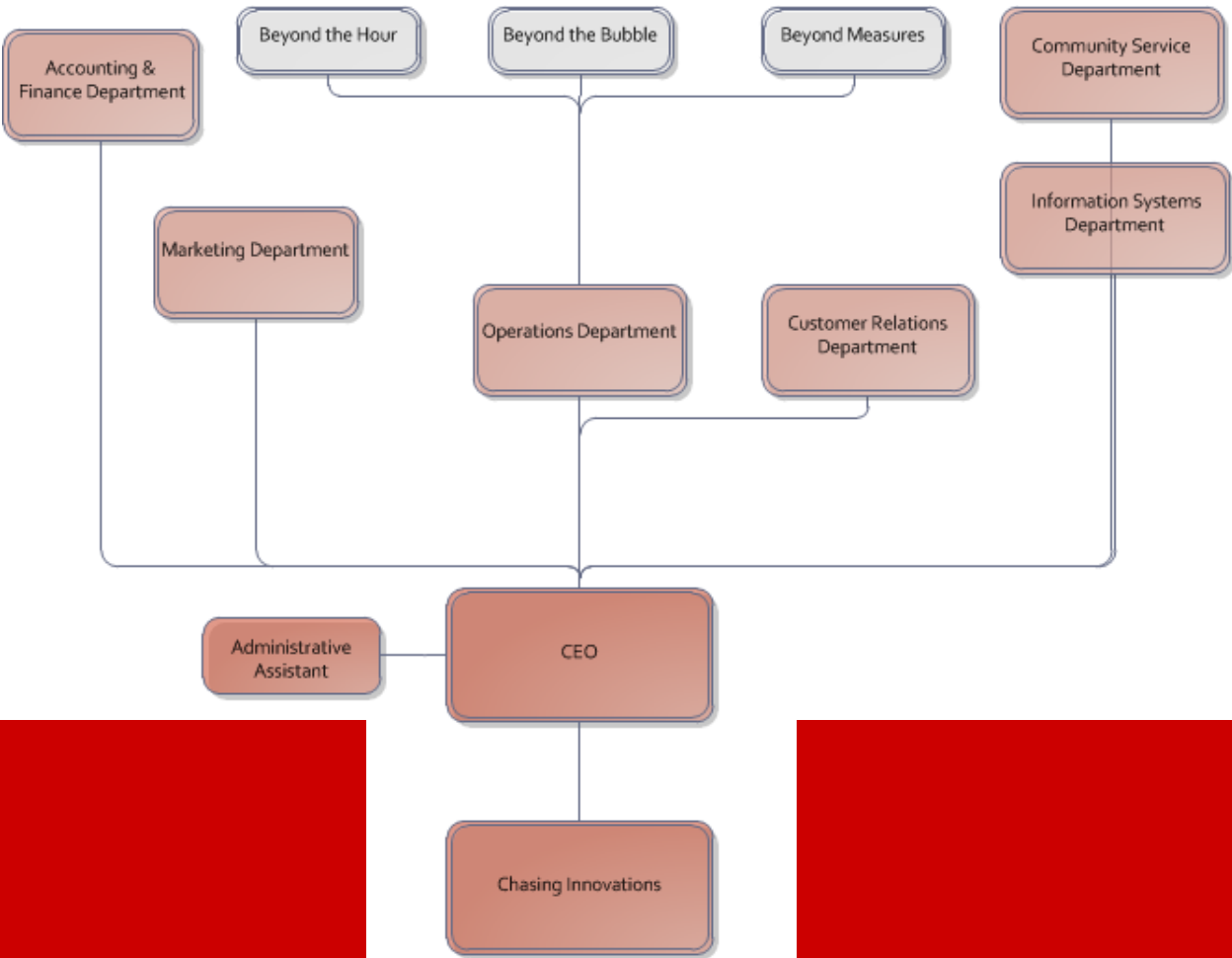
Integrated Business Core

“The Integrated Business Core (IBC) integrates classroom learning with real life business experience. It is a series of three required business classes - Principles of Management, Principles of Marketing, and Principles of Finance – along with a business practicum course called the IBC Practicum, where students create and run their own company. Students take the principles that they are learning in marketing, management, and finance, and apply those to the company that they establish. The IBC experience includes interacting with vendors, borrowing money, writing a business plan, and developing a product to bring to market (<http://ctl2.cedarville.edu/program/ibc/>).”



Ultimately, it is the Integrated Business Core that sets Cedarville University apart from other colleges. By gaining real-word experience prior to graduation, Cedarville students are equipped to stand out in the competitive and rapidly-changing business world.

Organizational Chart



Support Structure

Without additional help, the SBUs will face a difficult task. Therefore, Chasing Innovations has employed six support structures, each led by a Vice President, to aid in daily business operations. These support departments include a Marketing, Finance and Accounting, Operations, Information Technology (IT), Customer Relations, and a Community Service.

Concept Testing

Chasing Innovations was given a mission different from past teams involved in the Integrated Business Core (IBC). *Chasing Innovations* was given the task of finding out what the students, faculty, staff of Cedarville University, and the people of the Cedarville community needed or wanted. Instead of developing a product and passionately providing it, the company was tasked with seeking the needs of the market and passionately meeting them. *Chasing Innovations* found the needs of the community through a series of depth interviews, a marketing research technique that involves one-on-one interviews to find out the needs and wants of the community. After a weekend of interviewing people, on and off the Cedarville University campus, the company discovered needs that had underlying general themes. These themes included a need for something new, a need for better food options, a need for retail options, and a need for things to do in the immediate Cedarville area.

From there, *Chasing Innovations* developed products and services that would meet the identified needs of the University family and/or the Cedarville community. The company then chose twelve products that fulfilled one or more of the needs to concept test: a food delivery service, a food cart, an online measureless cookbook, a print cookbook, tank tops, raglans, t-shirts, zip-hoodies, seat cushions, yellow jacket bank, a blue piggy bank, and a yellow jacket bobble head. Concept testing consisted of asking the target markets of the Cedarville University and the Cedarville community questions to gauge how much they liked the product and how likely they would purchase the product. This is an example of the concept test *Chasing Innovations* used.

Sample Form

Instructions: In the following paragraph is a description of a product concept that might be offered by a student-run company within the Integrated Business Core. Please read the concept statement carefully and then answer each of the questions that follow it by using the scale provided.

Product Concept Statement

ID #
(Please circle your response to each question)

Extremely Low

Extremely High

1 2 3 4 5 6 7 8 9 10

1 How clearly does this concept statement communicate the product's/service's benefits to you?1 2 3 4 5 6 7 8 9 10

2 Overall, how appealing do you find this product/service?1 2 3 4 5 6 7 8 9 10

3 To what extent does this product/service sound similar to other ones currently available to you?1 2 3 4 5 6 7 8 9 10

4 If this product/service were offered, to what extent would it meet an important need or want that you personally have?1 2 3 4 5 6 7 8 9 10

5 To what extent do you believe this product/service would meet your needs better than any other ones currently available to you?1 2 3 4 5 6 7 8 9 10

6 If this were offered, how likely would you be to make a trial purchase of this product/service?1 2 3 4 5 6 7 8 9 10

7 How likely would you be to recommend this product/service to a friend?1 2 3 4 5 6 7 8 9 10

8 If this product/service were offered, how likely would you be to purchase it more than once either for yourself or for others?1 2 3 4 5 6 7 8 9 10

(Please circle your response to each question)

9 Cedarville University student1
Cedarville University faculty2
Cedarville University staff3
Cedarville community4
Other5

10 Female1
Male2

Each question asked respondents to rate each concept on a scale of one to ten, one being extremely low and ten being extremely high. Questions gauged overall concept appeal, how similar is the concept to other things in the area, how likely the concept would be to meet a need, how likely is the concept to meet a need better than an available product, how likely the person was to make a trial purchase of the product, how likely the person was to repeatedly purchase the product, and how likely the person would be to recommend the product to a friend. These are the results of the concept testing data.

Concept Test Results

Question #1 Appeal	Mean Rating:	Question #2 Competitive Similarity	Mean Rating: (Lower is better here)
Food Delivery	7.86	Food Delivery	2.87
Online Cookbook	7.38	Printed Cookbook	3.16
Food Cart	7.25	Online Cookbook	3.44
Printed Cookbook	7.17	Yellow Jacket Bobblehead	3.87
Tank Tops	6.70	Piggy Bank	3.93
Raglans	6.63	Seat Cushion	3.95
T-shirts	6.14	Food Cart	4.25
Seat Cushion	5.87	Yellow Jacket Bank	4.42
Zip Hoodies	5.74	Raglans	5.66
Yellow Jacket Bank	5.63	Tank Tops	6.23
Piggy Bank	5.12	Zip Hoodies	6.59
Yellow Jacket Bobblehead	4.54	T-shirts	6.81

Question #5 Trial Purchase	Mean Rating:	Question #6 Recommend	Mean Rating:
Food Delivery	7.42	Food Delivery	7.71
Food Cart	7.14	Food Cart	7.23
Online Cookbook	6.27	Online Cookbook	6.85
Tank Tops	6.12	Tank Tops	6.26
Raglans	5.88	Printed Cookbook	6.23
Printed Cookbook	5.78	Raglans	6.09
Yellow Jacket Bank	5.20	Seat Cushion	5.42
Seat Cushion	5.17	Zip Hoodies	4.97
Zip Hoodies	4.67	T-shirts	4.87
T-shirts	4.47	Yellow Jacket Bank	4.82
Piggy Bank	4.46	Piggy Bank	4.56
Yellow Jacket Bobblehead	3.82	Yellow Jacket Bobblehead	3.94

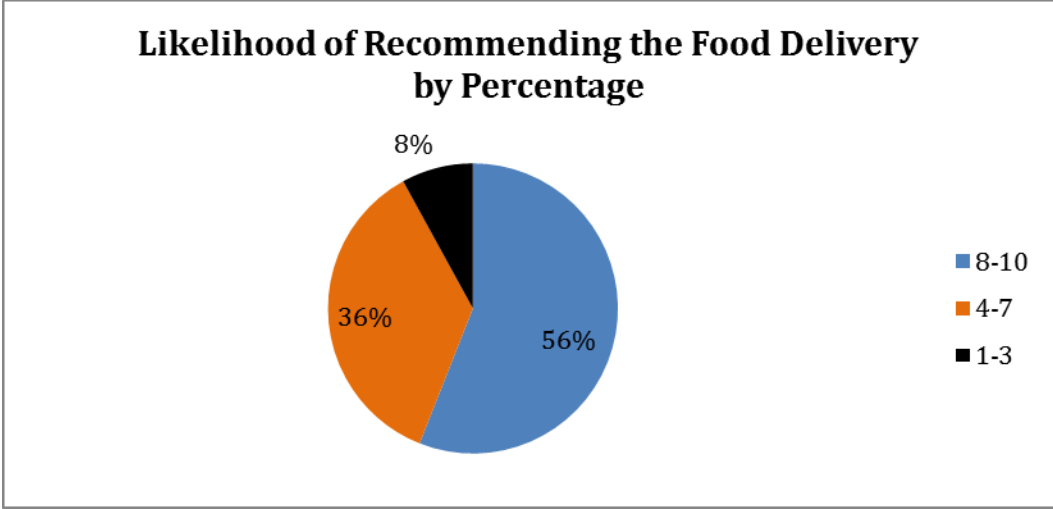
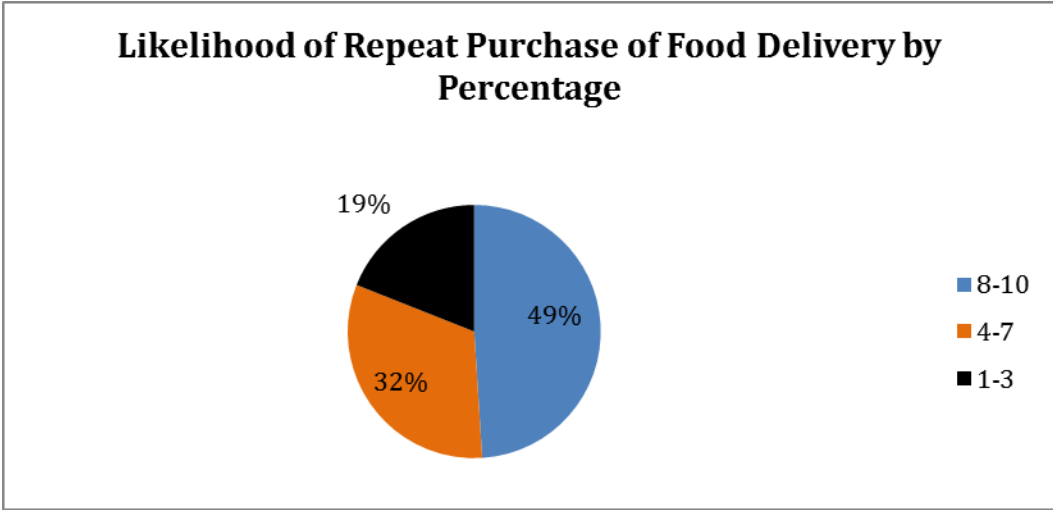
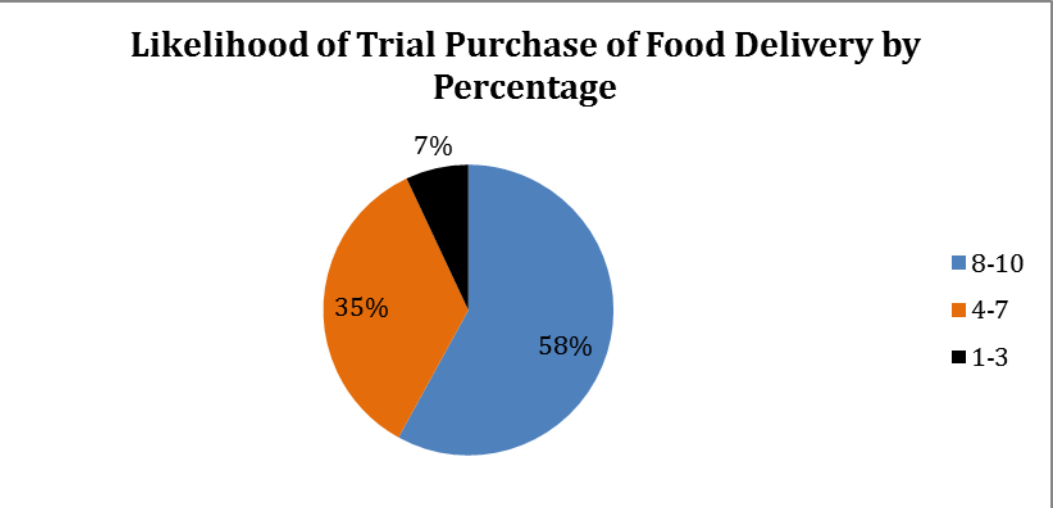
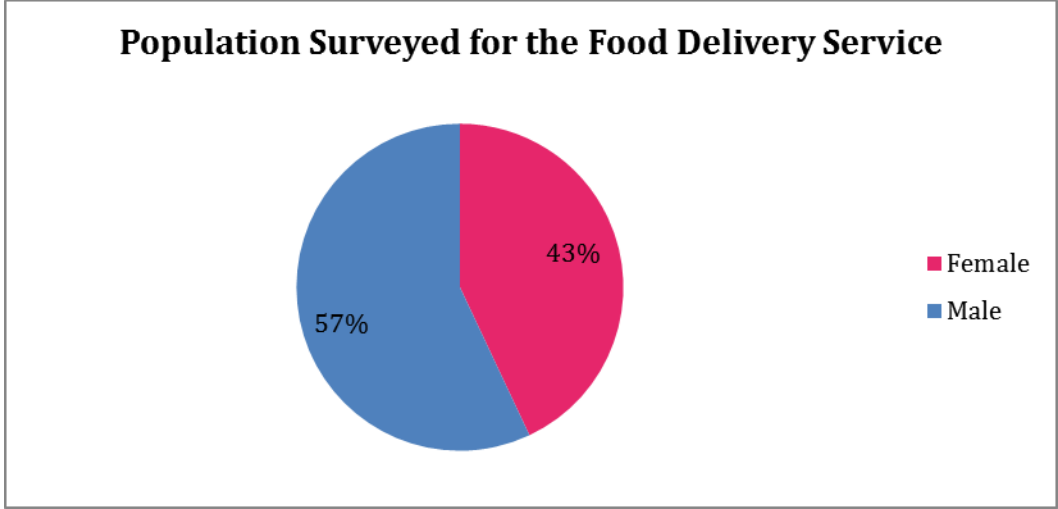
Question #3 Need Satisfaction	Mean Rating:	Question #4 Meets Needs Better	Mean Rating:
Food Cart	6.12	Food Delivery	7.10
Food Delivery	6.07	Online Cookbook	6.86
Online Cookbook	5.90	Food Cart	6.60
Tank Tops	5.62	Printed Cookbook	6.56
Printed Cookbook	5.55	Seat Cushion	5.84
Raglans	5.39	Raglans	5.76
Yellow Jacket Bank	4.75	Tank Tops	5.75
Seat Cushion	4.61	Yellow Jacket Bank	4.85
Zip Hoodies	4.42	T-shirts	4.69
T-shirts	4.32	Zip Hoodies	4.38
Piggy Bank	3.82	Piggy Bank	4.26
Yellow Jacket Bobblehead	3.04	Yellow Jacket Bobblehead	3.94

Question #7 Repeat Purchase	Mean Rating:
Food Delivery	6.92
Food Cart	6.87
Online Cookbook	4.62
Tank Tops	4.56
Printed Cookbook	4.19
Raglans	4.08
Seat Cushion	3.85
Yellow Jacket Bank	3.80
Piggy Bank	3.72
Zip Hoodies	3.55
T-shirts	3.32
Yellow Jacket Bobblehead	2.99

Concept Test Summary

The results of this concept testing led Chasing Innovations to investigate the food delivery service and an online measureless cookbook further because these scored high across all seven questions. In all, of the 100 people tested, 43 percent were female and 57 percent were male. Of all respondents, 58 percent rated the likelihood to purchase at 8 or higher; conversely, just 7 percent rated the likelihood to purchase at 3 or lower. Furthermore, 49 percent rated the likelihood to make repeat purchases 8 or higher while just 19 percent rated at 3 or lower. Finally, 56 percent rated the likelihood to recommend the service to a friend at 8 or higher while just 8 percent rated at 3 or lower.

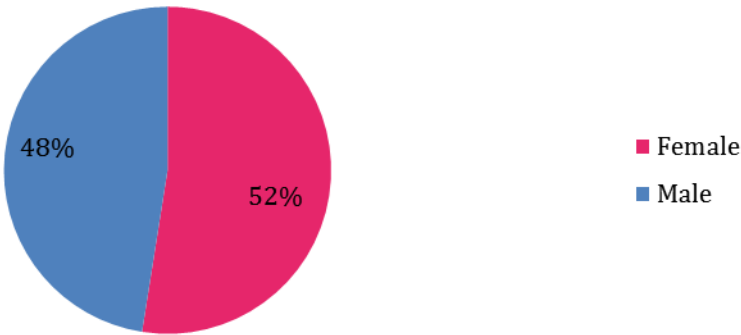
Food Delivery (Beyond the Bubble)



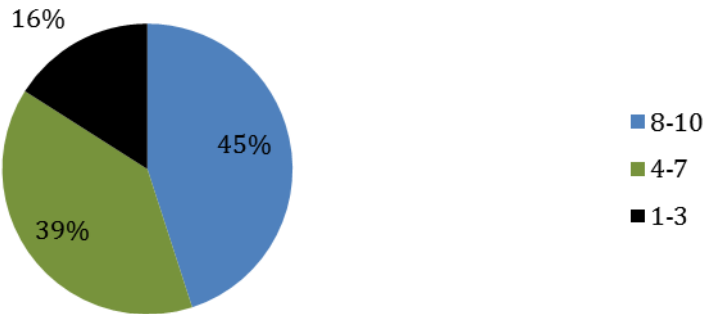
Measureless Cookbook (Beyond Measures)

Of the 80 people surveyed for the online measureless cookbook, 52 percent were female and 48 percent were male. Of all respondents, 45 percent rated the likelihood of purchase at 8 or higher; however, just 16 percent rated the likelihood at 3 or lower. Meanwhile, 27 percent rated the likelihood to make repeat purchases at 8 or higher while 29 percent rated at 3 or lower. Finally, 50 percent rated their likelihood to recommend the cookbook to a friend at 8 or higher; on the other hand, just 9 percent rated 3 or lower.

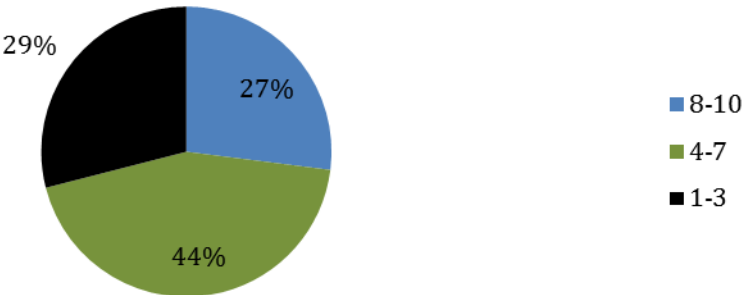
Population Surveyed for the Cookbook



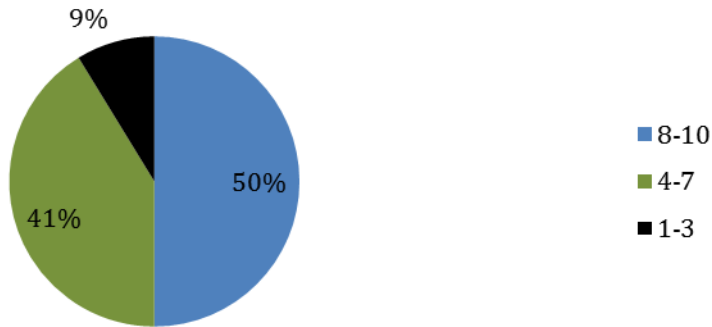
Likelihood of Trial Purchase of Cookbook by Percentage



Likelihood of Repeat Purchase of Cookbook by Percentage



Likelihood of Recommending the Cookbook by Percentage



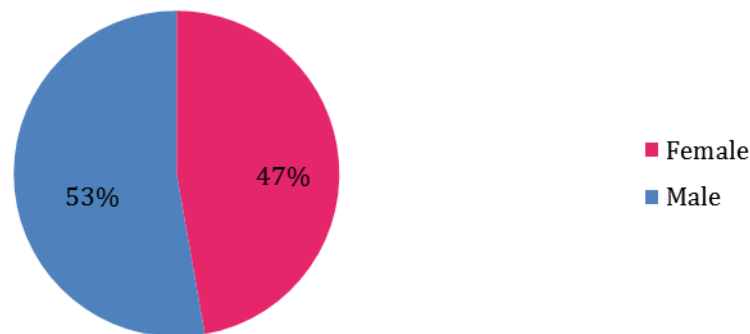
After looking into these results, *Chasing Innovations* decided to offer a food delivery service that would bring Chick-fil-a to the campus of Cedarville University and an online measureless cookbook offering recipes that students and faculty members could make in the Cedarville University cafeteria, which is affectionately called “Chuck’s.” These two products were a perfect fit for *Chasing Innovations’* mission of enhancing the Cedarville experience because it would bring variety to the food options that are offered in this small community, also known as the bubble.

Chapel CDs and DVDs (Beyond the Hour)

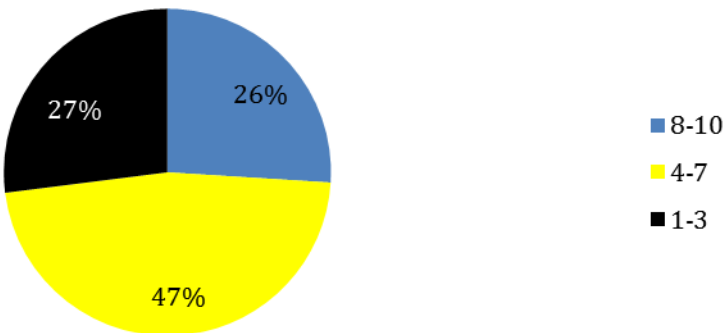
Chasing Innovations wanted to offer a third product, so the company brainstormed and found out that Production Services Group has all the chapel messages from the last 40 years saved. Chasing Innovations concluded that providing CDs and DVDs with some of the best chapel messages of the last fifteen years would accomplish the mission of enhancing the Cedarville experience as these products would prolong chapel past the standard hour. The company concept tested this idea in the areas of consumer appeal, the likelihood of a trial purchase by the consumer, product recommendation to a friend by the consumer, and the likelihood of giving the product as a gift by the consumer.

47% of the 72 people tested for the chapel highlights DVDs were female and 53% were male. 26% of all respondents rated their likelihood to purchase a chapel highlights DVD for themselves at 8 or higher, but 27% of all respondents rated their likelihood to purchase for themselves at 3 or lower. 29% of respondents rated their likelihood of giving the product as a gift at an 8 or higher. 23% of respondents rated their likelihood of giving the product as a gift a 3 or lower. 29% of respondents rated their likelihood to recommend the chapel highlights DVD at an 8 or higher. 22% of respondents rated their likelihood to recommend the chapel highlights DVD at 3 or lower.

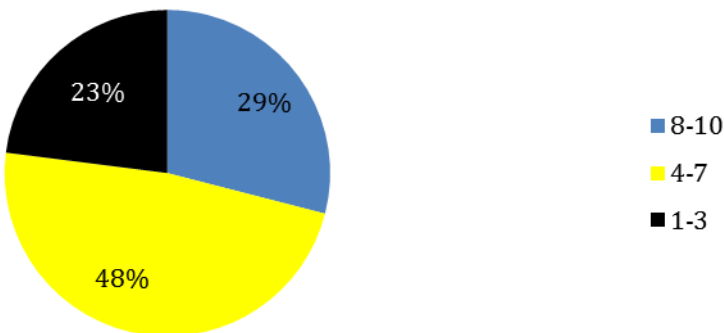
Population Surveyed for the DVDs and CDs



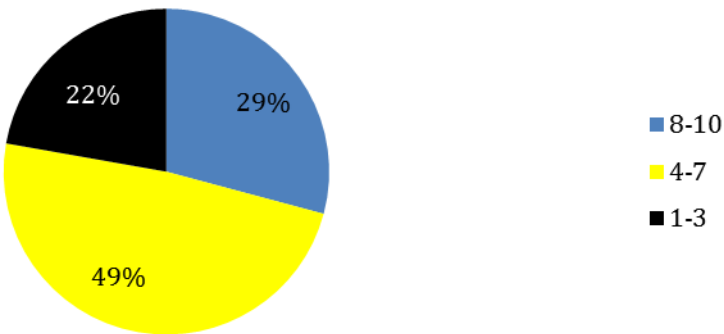
Likelihood to Purchase DVD for Personal Use



Likelihood to Purchase DVD as a Gift

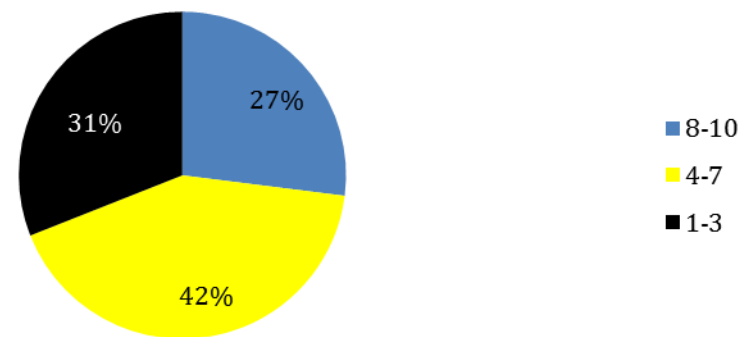


Likelihood to Recommend DVD

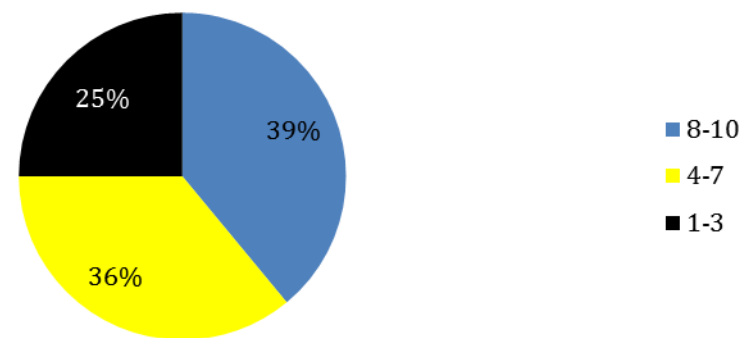


Chapel CDs and DVDs (Beyond the Hour)

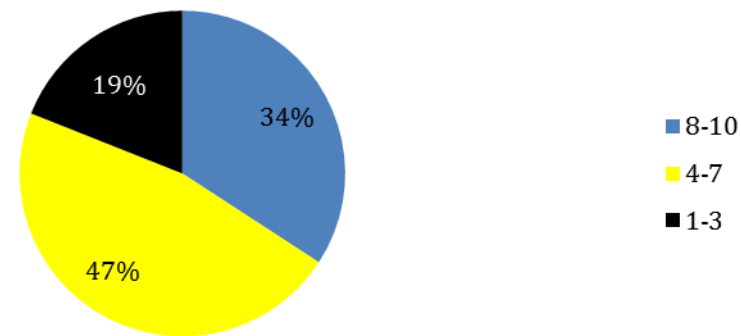
Likelihood to Purchase CD for Personal Use



Likelihood to Purchase CD as a Gift



Likelihood to Recommend CD



46% of the 72 people tested for the chapel highlights CDs were female and 54% were male. 27% of all respondents rated their likelihood to purchase a chapel highlights CD for themselves an 8 or higher, but 31% of all respondents rated their likelihood to purchase for themselves at 3 or lower. 39% of respondents rated their likelihood of giving the product as a gift at an 8 or higher, but 25% of respondents rated their likelihood of giving the product as a gift a 3 or lower. 34% of respondents rated their likelihood to recommend the chapel highlights CD an 8 or higher, however 19% of respondents rated their likelihood to recommend the chapel highlights CD at 3 or lower.

With these positive results, *Chasing Innovations* decided to offer CDs and DVDs of chapel messages to the Cedarville University family and area community members.

After selecting these three products, Chasing Innovations improvised titles to describe themThe marketing department of *Chasing Innovations* chose the name Beyond the Bubble for the food delivery service, Beyond Measures for the online measureless cookbook, and Beyond the Hour for the chapel messages product. Harnessing the word “beyond” in all of the names gave the three divisions unity under the company umbrella of *Chasing Innovations*. The word “beyond” also implies that each division will be going one step further in improving customers lives, which is the mission of *Chasing Innovations*, enhancing the Cedarville experience.

The Marketing Department of *Chasing Innovations* is committed to providing the markets of Cedarville University students, parents, alumni, faculty, and staff with products that meet their needs.



Mission Statement

Beyond the Hour will compile, edit, and replicate CD and DVD compilations of Cedarville University chapel messages for alumni, parents, churches, and Christian bookstores to accomplish the overall mission of Chasing Innovations. We desire to serve those associated with Cedarville University by giving them the opportunity to live out part of the Cedarville experience on a daily basis.

Product Description

“Best of Chapel” CD

Beyond the Hour will offer a two CD package, featuring four 30-minute Cedarville University chapel messages from the past 15 years. Each CD will have a printed label and will be packaged in a paper white sleeve with a Mylar window in the front .

Chapel messages will be selected and bundled from www.mediastore.cedarville.edu, a link on the Cedarville University website. The Production Services Group (more information on this group below) at Cedarville University has collected and formatted the sounds heard from the pulpit at Cedarville University over the last 15 years, making them available for purchase by the public on this page.

This website will be utilized to compile messages with similar themes and well-known speakers into CD bundles. A service will be provided to those associated with Cedarville University, eliminating the work currently required to find the site and to sift through 15 years of audio to find the messages that are relevant for their life.

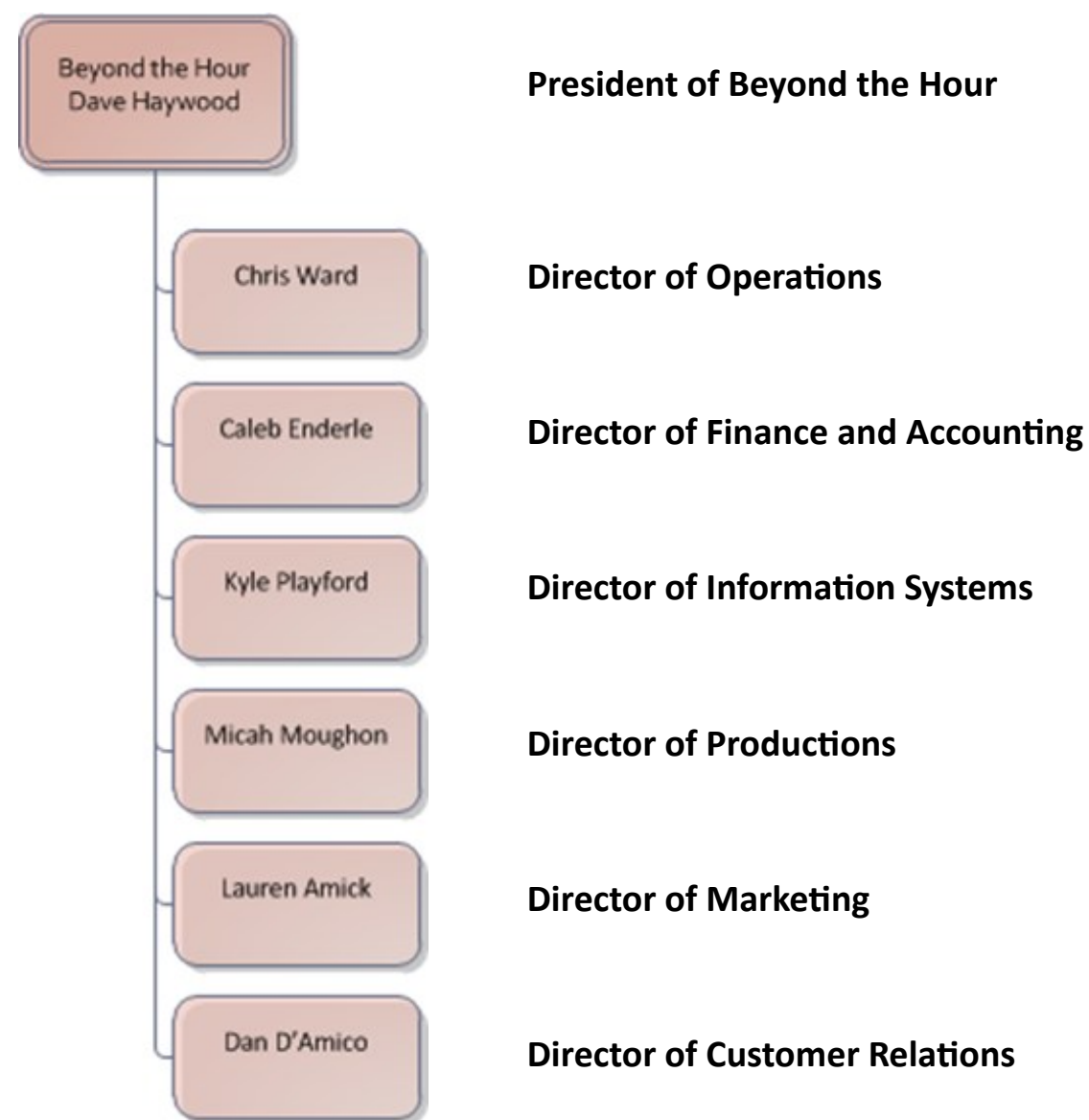
In addition, Beyond the Hour will serve the Production Services Group (PSG) at Cedarville University. This group’s primary focus is not to market, distribute, and sell the messages; instead their aim is to compile, format, and restore these messages to archive as part of the Cedarville tradition. Therefore, the goal for Beyond the Hour is to draw more attention to their site, while maximizing profits from the sale of CDs (Notice below the terms of our agreement with PSG; they are not asking for any royalty from Beyond the Hour).

Prospective Student DVD

Beyond the Hour plans to produce a DVD for prospective Cedarville University students, who may be unable to view a live chapel service while visiting at Cedarville University. The Admissions Office at Cedarville University has conveyed interest to members of Beyond the Hour to purchase DVDs that capture the Cedarville University chapel experience. Because of our relationship mentioned above with PSG, they have agreed to allow us to utilize video footage they have available to produce this DVD. We intend to edit the DVD as specified by the Admissions Office.

The DVD will be 15-20 minutes in length, with 3-5 minute clips of Pastors Rob Turner and Chris Williamson, and Cedarville University President Dr. Bill Brown. In addition, clips of worship music, original to Cedarville University students, will be included on the DVD. Each DVD will be packaged in a paper white sleeve with a Mylar window in the front. Note that these will not be sold to anyone other than the Cedarville University Admissions Office.

Organizational Structure



Manufacturing Information

Supplier:

Media Supply, Inc.
611 Jeffers Circle
Exton, PA 19341
www.mediasupply.com
Phone: 1-800-944-4237

Products:

Taiyo Yuden/JVC 80m White Inkjet CD-R



Taiyo Wuden/JVC ValueLine 16X White Inkjet DVD-R



Paper white sleeve with Mylar window in front



Contracts

Production Services Group (PSG) Agreements

CD Agreement

Production Services exists to provide unparalleled personal service to the Cedarville University family. The goal of this group is to provide efficient, effective and ethical support through the effective use of modern production techniques and technologies. The primary focus of Production Services is to provide support for the University's daily chapel service, which includes live audio, video, lighting and production of the daily broadcast which is heard throughout the CDR Radio Network (CDR will end operations shortly).

Because of Production Services role in daily chapel services, PSG possesses audio from chapel speakers from the last 15 years in an MP3 format. With this in mind, we chose to reach out to Production Services and are currently in a working relationship with them. Production Service's offers individual chapel messages online for a price of \$.99 in MP3 format and a price of \$5.00 for one message on a CD. These messages can be found at www.mediastore.cedarville.edu.

Although this resource is currently offered, the audio files are not marketed well, and cannot be easily found when searching the Cedarville University home page (www.cedarville.edu). Therefore, we approached the Production Services Group with our idea and explained that we could help draw positive attention to their site, through the manufacture and sale of CDs that include their material. They directed us to their online store, www.mediastore.cedarville.edu, and encouraged us to search for the messages we would like to package together. Once we inform them of message choices, they have agreed to produce the CDs free of charge, as part of our working relationship.

During our conversations with Production Services, we have established the following agreements, designed to draw more attention to the Production Services web-page:

- A link to their website on the *Chasing Innovations* home page, stating "For an opportunity to purchase additional chapel messages please see www.mediastore.cedarville.edu."
- Production Services name and their web address will be printed on each CD manufactured.

Also, both parties have agreed to the following terms, regarding the manufacturing of the CDs:

- Chasing Innovations is permitted to use an outside vendor for purchasing the blank, white-faced CDs needed to produce the product.
- Production Services will provide the audio sound bites requested by Chasing Innovations free of charge.
- After master CDs have been created (with the content selected by Chasing Innovations), Production Services will replicate the master CDs free of charge, producing the number of copies Chasing Innovations requires to meet the given demand (the blank CDs will be given to PSG from Chasing Innovations when replication must occur).
- In order to provide quality labeling for the CDs, Production Services will print the given label Chasing Innovations designs on each CD for a **cost build into the unit price**.
- All proceeds from CD sales will go to Chasing Innovations.

DVD Agreement

As mentioned in the product description, PSG is also partnering with *Chasing Innovations* to produce prospective student **DVDs** for purchase by the Cedarville University Admissions Office. Our agreements for the manufacture and sale of this product include:

- Permission to use an outside vendor for purchasing the blank, white-faced DVDs needed to produce the product.
- Production Services will provide the video clips requested by *Chasing Innovations* **free of charge**.
- Production Services will turn over the original, full-length video footage from the individuals listed in the Product Description section to *Chasing Innovations*, who will extract the needed clips from the files.
- *Chasing Innovations* is not permitted to include Chapel worship footage without the proper agreement from the individual who created the song.
- *Chasing Innovations* will be able use worship clips from original songs written by Cedarville University artists, if written consent of the individual writer of the song is obtained.
- *Chasing Innovations* will edit the DVDs.
- Upon the completion of editing the master copy, Production Services will approve the content listed on the DVD before it can be used for sale.
- Once Production Services approves the DVD, *Chasing Innovations* will replicate the DVDs using Cedarville University computers.
- In order to provide quality labeling for the DVDs, Production Services will print the given label *Chasing Innovations* designs on each DVD for a cost built into the unit price.
- All proceeds from DVD sales will go to *Chasing Innovations*.

Overall Agreement

It should be noted that the only payment *Chasing Innovations* will make to Production Services, while producing the DVDs, will be label printing costs.

Chasing Innovations has agreed to end operations on December 9, 2011. Following this date, *Chasing Innovations* and Production Services will no longer be bound by this relationship, and *Chasing Innovations* has promised to turn our products over to PSG, allowing them to begin profiting from *Chasing Innovations* merchandise. It is also understood that no member from *Chasing Innovations* can personally benefit from the sale of the material provided by Production Services.

Daily Operations

Operation Procedures Before October 31 for CDs

For the first time in Integrated Business Core (IBC) history, a product will be marketed primarily to a group outside of the Cedarville University campus. The “Best of Chapel” CD is targeted at parents of current Cedarville University students, Alumni of Cedarville University, Christian Bookstores looking for additional material for those desiring to grow in their spiritual walk, and ministries looking for another outlet to share the Gospel.

Because the “Cedarville Experience” requires current students to attend chapel on a daily basis, this product most likely will not appeal to them. However, our research shows that others affiliated with Cedarville University, who do not have an opportunity for spiritual growth on a daily basis, desire to purchase such a product.

We plan to market our product to alumni and parents online only until October 31, 2011. During this time, we will utilize our sales force within Beyond the Hour to approach local churches, ministries, and Christian bookstores. This method will be designed for a few high volume sales that will significantly increase Chasing Innovations bottom line.

Purchasing and Product Pick-Up

- Beyond the Hour’s Director of Productions will first place an online order for blank CDs with Media Supply, Inc. at www.mediasupply.com, requesting that the merchandise be sent to the Cedarville University Post Office at 251 North Main Street, Cedarville, Ohio 45314.
- The CDs will be addressed to the Director of Productions, and the Cedarville University Post Office will notify this individual via email when the product has arrived.
- When the Director of Productions receives the CD, he will be required to notify the President of Beyond the Hour and the Vice President of Operations that the products have arrived.
- In this correspondence, the Director of Productions must relay to the Vice President of Operations the amount of blank CDs ordered, and the President of Beyond the Hour must verify this number.
- Once this information has been confirmed, the Director of Productions will go to the Cedarville University Post Office to pick up the product.
- He will then transport the blank CDs to the Collaborative Learning Center in the Cedarville University business building (Milner).
- From here, both the Director of Productions and the President of Beyond the Hour must make sure that the type CDs received are the same type that were ordered.
- At this point, both the Director of Productions and the President of Beyond the Hour will verify the number of CDs received, making sure that this matches the number of CDs ordered.
- After completing the CD count, the Director of Productions will relay the information to the Vice President of Operations.

Production Procedures

- The Director of Productions will contact PSG with an order.
- The Director of Operations will deliver the specified amount of CDs to PSG, who will replicate and print the labels onto the CDs by the requested date.
- Once the order has been filled, someone from Production Services will notify the Director of Operations for Beyond the Hour, who will obtain the finished product and deliver it to inventory storage.

Packaging

- Once the filled order is picked up from PSG, the individual CDs will be transported from Production Services’ office in the Dixon Ministry Center at Cedarville University, to the Collaborative Learning Center in the Milner Business Building across the Cedarville University campus.
- After arriving at Milner, the Beyond the Hour team will place each CD in a paper white sleeve.
- From here, each member of the team will place each version of the CD, along with others that have the same content.
- The organized and packaged CDs will be stored in the locked cabinet in the Collaborative Learning Center in the Milner Business Building, until they are needed for sale and distribution.
- In order to bundle several variations of CDs together, once an order is made requesting the two CDs the customer would like to have packaged together, we will attach the respective paper sleeves together with printed stickers.

Sales

- A Beyond the Hour sales representative will contact local churches and Christian bookstores with the intent of generating interest in the CDs.
- Representatives from Beyond the Hour will then go to the facilities that show interest and provide samples of the chapel CDs.
- If a bookstore or church would like to finalize a sale, an online ordering form will be completed and submitted to Beyond the Hour.
- Once Beyond the Hour receives the ordering form, they will place the order with Production Services.

Shipping to Those Off-Campus

- Customers will fill out an online order form and customer data will be transferred onto a sales receipt and into the inventory spreadsheet.
- The Director of Operations will be notified, via email, of the order, and Beyond the Hour will package and prepare the products for next-day shipping.
- An email with a shipping tracking number will be sent to the customer after the Director of Operations has shipped the product through the Town of Cedarville’s Post Office.

Daily Operations

Operation Procedures After October 31 for CDs

Our product line will be launched on the Cedarville campus after October 31, 2011. It is our desire to introduce the “best-of-chapel” CD as a gift idea several weeks before Thanksgiving break. At this time, students often begin purchasing Christmas gifts for family and friends back home. By not launching it immediately on campus, we will be able to market this product to students purely as a gift idea. If we begin selling physical copies on campus prior to this date, the image of the product line could be distorted, and it would not be seen as a gift. Rather, it would be viewed as just another product, but we want to market it on campus as the perfect holiday gift.

In order to sell physical copies of the CD on campus after October 31, 2011, we will set up a sales table in the lower level of the Stevens Student Center. This is one of the most consistently frequented areas on the Cedarville University campus, which will provide foot-traffic by our sales tables.

Purchasing and product pick-up, production procedures, and packaging sections of daily Operations are all applicable to Operations after October 31, 2011. However, the sales procedures can be summed up in the graphic below:



Inventory Controls

- Each chapel CD will have a unique identification number.
- The inventory sign in/out sheet will be kept in the inventory storage closet (located in the Department of Business Administration Collaborative Learning Center).
- Only authorized personnel (a member of Beyond the Hour) will have access to the storage closet to add and remove inventory.
- Inventory will remain locked at all times.
- The Inventory Checkout sheet will be filled out each time inventory is removed and returned.
- Inventory will be returned to inventory storage immediately at the end of operating hours.
- The Director of Operations will count inventory in inventory storage and verify with the inventory log at the end of each operating day.

Operations Procedures for DVDs

The operations procedures for the prospective student DVDs are different in several respects from the production of the CDs. Because the DVDs are a special product that will only be created on a one-time basis for the Cedarville University Admissions Office, we will edit and create the master DVD on our own, rather than utilizing Production Services. This will allow us to edit the DVD to the specific needs of our customer. In addition, Beyond the Hour will replicate the DVDs on our own. With this in mind, below are the lists of procedures for the DVD sales with the Admissions Office.

Purchasing and Product Pick-Up

- Beyond the Hour’s Director of Productions will first place an online order for blank DVDs with Media Supply, Inc. at www.mediasupply.com, requesting that the merchandise be sent to the Cedarville University Post Office at 251 North Main Street, Cedarville, Ohio 45314.
- The DVDs will be addressed to the Director of Productions, and the Cedarville University Post Office will notify this individual via email when the product has arrived.
- When the Director of Productions receives the DVDs, he will be required to notify the President of Beyond the Hour and the Vice President of Operations that the products have arrived.
- In this correspondence, the Director of Productions must relay to the Vice President of Operations the amount of blank DVDs ordered, and the President of Beyond the Hour must verify this number.
- Once this information has been confirmed, the Director of Productions will go to the Cedarville University Post Office to pick up the product.
- The blank DVDs will be sent to the Collaborative Learning Center in the Cedarville University business building (Milner).
- From here, both the Director of Productions and the President of Beyond the Hour will make sure that the type DVDs received are the same type that were ordered.
- At this point, both the Director of Productions and the President of Beyond the Hour will verify the number of DVDs received, making sure that this matches the number of DVDs ordered.
- After completing the DVD count, the Manager of Production will relay the information to the Vice President of Operations.

Production Procedures

- The Director of Productions for Beyond the Hour will convey to Production Services the footage needed to create the DVD.
- The footage obtained from chapel speakers will then be edited to include only the clips needed to complete the video.
- Once the raw footage is edited, we will create an opening menu for the DVD.
- After the master copy of the DVD is finished, the final product must first be approved by the Director of Production Services
- The master copy of the DVD will be delivered to our contact at the Cedarville University Admissions Office to receive feedback.
- If the DVDs are approved for their content and quality, the sale will be finalized.

Packaging

- DVDs will be packed in paper white sleeves with a Mylar window.
- However, we intend to package the products in a manner that is mutually agreed upon by *Chasing Innovations* and the Admissions Office.

Marketing Strategy

Marketing Strategy Before October 31

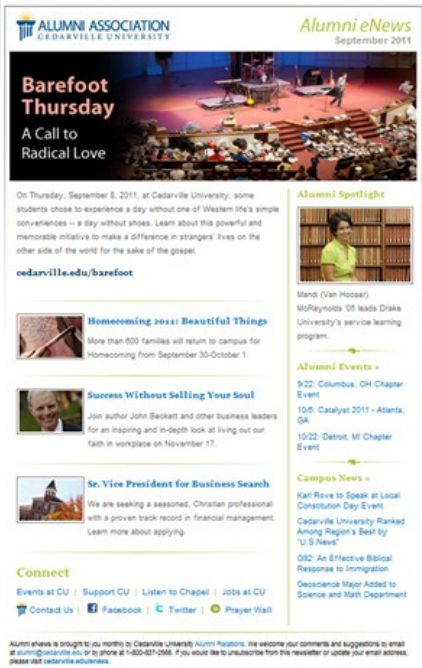
Prior to October 31, 2011, Chasing Innovations will primarily market to those not located on the Cedarville University Campus. With this in mind, the marketing strategy will require methods not utilized by the other SBUs. In order to reach our target market outside of Cedarville, the marketing support structure plans to incorporate the following techniques when marketing for Beyond the Hour prior to October 31, 2011:

Advertisement in the Alumni E-News Letter

Each month the Cedarville University Alumni office contacts 10,000 alumni across the country via an Electronic newsletter. The newsletter is a one-page document that is distributed monthly and includes key events going on at Cedarville University, along with web links to other campus information that alums would be interested in viewing. After informing the Director of Alumni Relations about our product, an opportunity to place an advertisement for Beyond the Hour in the E-Newsletter for the month of November was presented. This advertisement would also include a link to the Beyond the Hour website.

Beyond the Hour also made a contact with Joel Tomkinson, the Director of Marketing, for Cedarville University. Joel and his team track the status of each E-newsletter that is distributed. By working with the marketing department, Beyond the Hour will be able to see how many alums are actually using the link in the newsletter and study the success rate of this marketing tool. This should allow us to successfully reach alums in an efficient way.

To the right is a screen shot of the Alumni eNews letter last month.



Email Local Churches and Christian Bookstores

In an effort to reach individuals not located in Cedarville, Ohio, Beyond the Hour will perform a Google search for churches and Christian bookstores in the area. Once their site has been found, we will obtain the church or bookstore's email address and send an email to inform them of our product. If interest is shown in the product, a follow-up call will be made immediately to the establishment desiring more information. From there, the Director of Customer Service, the Director of Production, and the President of Beyond the Hour will offer to bring sample products to the place of interest, always making sure to bring a contract with them if the visit is requested.

If no responses from establishments are obtained, the Director of Customer Service from Beyond the Hour will reach out to the targeted customer, making sure they received the email and offering to answer any questions about the product that may not have been clear in the initial correspondence. To assist the customer, any establishment who says they are not interested will be taken off the list and not contacted again.

Posters

Beyond the Hour will advertise how to purchase chapel messages as well as display different purchase options.

- Lower Stevens Student Center (SSC)
- Chuck's dining facilities
- Dorm lounges on campus

Multiple formats and sizes of posters will be available to cater to the various advertising locations.

Chapel Advertising

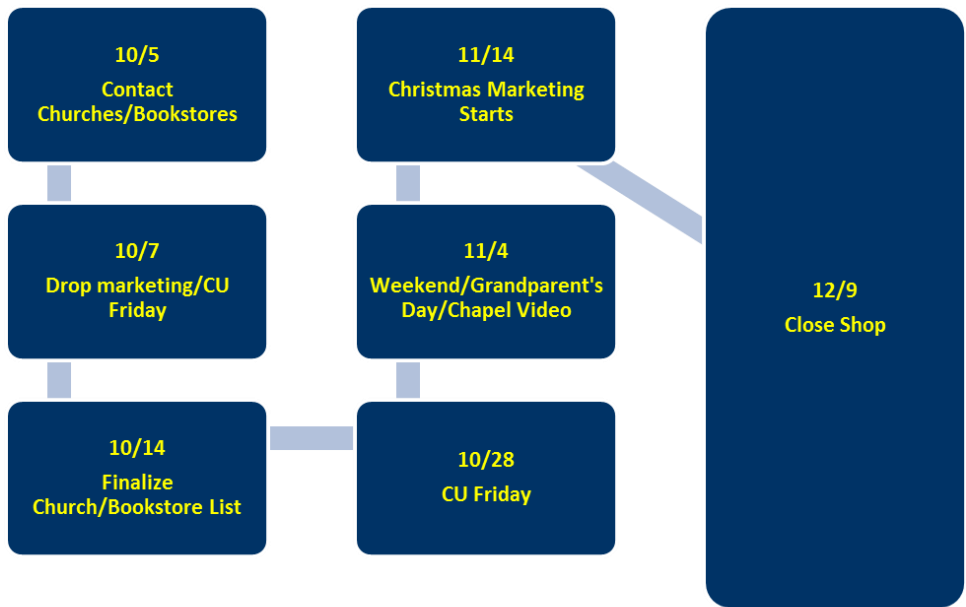
Chapel Videos: Creating videos to be viewed during the chapel hour will help maximize product awareness. Chapel videos will include:

- Short 45 second – 1 minute videos to promote Beyond the Hour chapel messages.
- Videos to be shown in chapel and posted on corresponding Facebook and Twitter accounts.
- Videos made with the technical help of audio and video students and the acting help of talented members of *Chasing Innovations*.
- Information on how to purchase chapel messages as well as information on the chapel messages offered.

Chapel Slides: Specific slides shown in chapel will include the Beyond the Hour's logo, tag-line, and brief instructions on where to purchase chapel CDs.

Banners: A banner containing Beyond the Hour's logo and tag-line will be displayed inside of Chuck's dining facilities.

Marketing Timeline



Marketing Strategy

Social Media

What is Social Media?

Social media is a platform for communication between many people at the same time. It provides the ability to connect instantaneously with others in order to stay up-to-date about what a person or company is doing.

Forms of Social Media

There are two platforms that Chasing Innovations will be using for social media exposure: Facebook and Twitter. These were chosen because they are the two most popular social networks globally, as well as at Cedarville University and the surrounding community. In fact, the Cedarville University page on Facebook has over 5,700 likes, and its Twitter account has over 900 followers. While exact numbers of people at Cedarville who use Facebook and Twitter are not available, these social media outlets will help us achieve our goals.

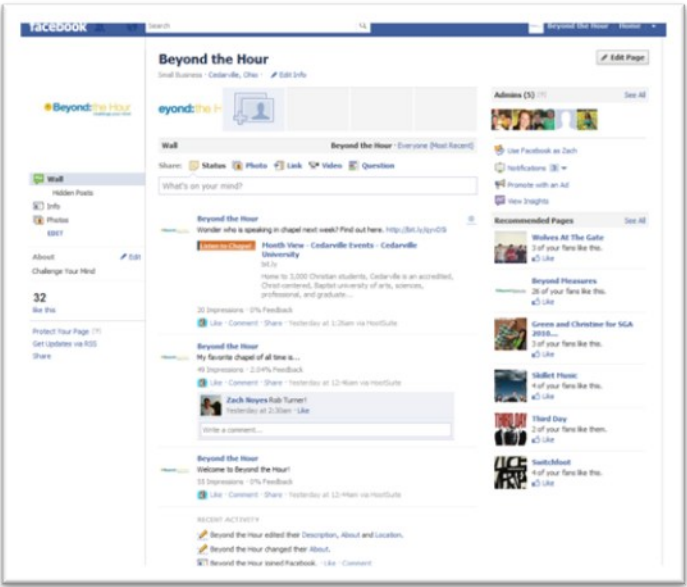
Goals of Social Media

The number one goal of Chasing Innovations social media outlet is to effectively and efficiently increase traffic and to maximize sales. Beyond the Hour will provide followers with value-added content, meaning followers will get something from our pages, instead of only hearing that our service should be purchased.

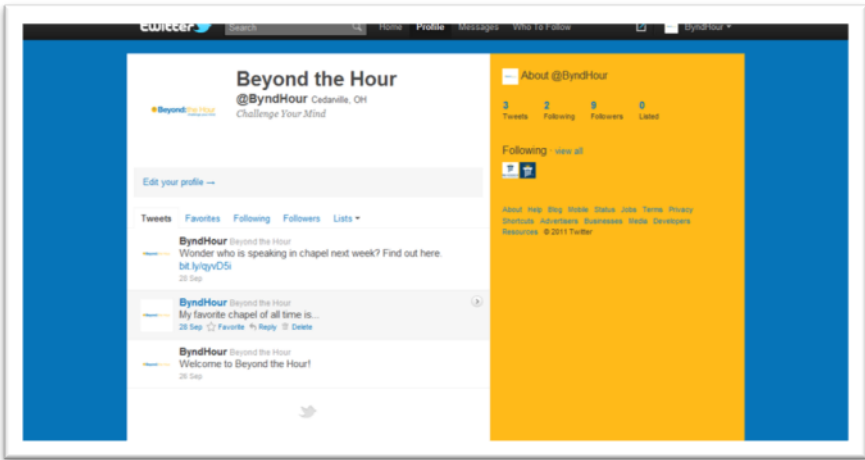
Two of the primary target markets are parents and alumni who are not quite as active on social media as their younger counterparts. For instance, the Cedarville University Alumni Association has about half the number of likes that the University page boasts. While social media may not be one of our main marketing techniques for these markets, Chasing Innovations will still use them to connect with our audience and give them a platform to interact.

Online Advertising

- A website that will act as the selling platform for Beyond the Hour and will include promotional news.
- A Facebook page to display detailed information on all business activities. Consumer comments and feedback will be posted. The page will feature breaking news and recipe updates.



- A Twitter profile to provide followers with information on promotional news and events.



Financial Plan

Financial and Accounting Controls

The finance and accounting controls in place for Beyond the Hour will ensure quality for customers and maximum profit potential.

- All inventory purchases must be cleared by the Finance and Accounting Department.
- Inventory will be stored in a secure location in the Lower Stevens Student Center (SSC).
- Inventory must be signed out of the storage location in the Lower SSC at the beginning of each operating day and then signed back in to the storage location at the end of each operating day.
- The Excel macro will be opened and a password will be entered twice to record the first transactions of the day.
- All cash and online sales will be recorded in the Excel macro at the end of each operating night.
- All cash will be placed in a locked cash box, to which the Beyond the Hour Director of Finance and Accounting will hold the key.
- At the end of each operating day, the Excel macro will be saved to a flash drive.
- The Director of Finance and Accounting will meet with the Finance and Accounting Department at the end of each day to reconcile cash with sales and inventory.
- The Director of Finance and Accounting will meet with the Finance and Accounting Department to input sales data into the master file.

Sales Projection

Estimated sales to CU students, parents, and alumni:	Price per unit	Number of Sales	Revenue
October 7 - October 28	\$ 5.00	50	\$ 250
October 28 - November 18	\$ 5.00	150	\$ 750
November 18 - December 16	\$ 5.00	200	\$ 1,000
Total estimated sales	\$ 5.00	400	\$ 2,000
November 18 - December 16	\$ 2.00	60	\$ 120
Total Shipping Sales	\$ 2.00	60	\$ 120

Estimated sales to Cedarville Admissions: October 7- October 28	\$ 7.00	800	\$ 5,600
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Estimated Total Sales of CDs and DVDs	1260
Estimated total revenue from selling CDs and DVDs	\$ 7,720

Projected Income

Beyond the Hour Projected Income Statement	
Sales	\$ 7,108
Shipping Revenue	\$ 120
Total Revenue	\$ 7,228
Cost of Goods Sold	\$ 948
Gross Profit	\$ 6,280
Operating Expenses:	
IBC Overhead	\$ 361
Miscellaneous Expenses	\$ 200
Advertising Expenses	\$ 500
Shipping Expense	\$ 120
Merchant Expense	\$ 57
Total Operating Expenses	\$ 1,238
Operating Income	\$ 5,042
Other Expenses	
Interest Expense	\$ 24
Total Other Expenses	\$ 24
Net Income	\$ 5,018

Financial Plan

Departmental Expense Breakdown

Production	Shipping	\$	120
	IBC Overhead	\$	361
	Inventory Purchases	\$	948
	Total Production Expenses	\$	1,429
Marketing	Miscellaneous	\$	200
	Banners	\$	100
	Posters and fliers	\$	200
	Sales Table	\$	100
	Multimedia	\$	100
	Total Marketing Expenses	\$	700
IT	Merchant expense	\$	57
	Total IT Expenses	\$	57
Accounting	Loan Interest Expense	\$	24
	Total Accounting Expenses	\$	24
Total Expenses		\$	<u>2,210</u>

Break Even Analysis

CDs

Qty.	Unit Price (VC)	Fixed Costs	Total Price	Est. Sell-ing Price	Break Even (Units)	Break Even (%)	Maximum Profit	ROI
100	\$ 1.96	\$ 300.00	\$ 496.00	\$ 4.68	106	106%	\$ (28.00)	-5.6%
300	\$1.96	\$ 300.00	\$ 888.00	\$ 4.68	190	63%	\$ 516.00	58.1%
400	\$ 1.96	\$ 300.00	\$ 1,084.00	\$ 4.68	232	58%	\$ 788.00	72.7%
500	\$1.96	\$ 300.00	\$ 1,280.00	\$ 4.68	274	55%	\$ 1,060.00	82.8%

Break Even Analysis

DVDs

(Admissions)

Qty.	Unit Price (VC)	Fixed Costs	Total Price	Est. Sell-ing Price	Break Even (Units)	Break Even (%)	Maximum Profit	ROI
200	\$ 0.81	\$ 100.00	\$ 262.00	\$ 7.00	37	19%	\$ 1,138.00	434.3%
200	\$ 0.81	\$ 100.00	\$ 282.00	\$ 5.00	56	28%	\$ 718.00	254.6%
500	\$ 0.81	\$ 100.00	\$ 555.00	\$ 7.00	79	16%	\$ 2,945.00	530.6%
500	\$ 0.81	\$ 100.00	\$ 505.00	\$ 5.00	101	20%	\$ 1,995.00	395.0%
800	\$ 0.81	\$ 100.00	\$ 748.00	\$ 7.00	107	13%	\$ 4,852.00	648.6%
800	\$ 0.81	\$ 100.00	\$ 748.00	\$ 5.00	150	19%	\$ 3,252.00	434.7%
1000	\$ 0.81	\$ 100.00	\$ 910.00	\$ 7.00	130	13%	\$ 6,090.00	669.2%
1000	\$ 0.81	\$ 100.00	\$ 910.00	\$ 5.00	182	18%	\$ 4,090.00	449.4%

Projected Cash Budget

Chapel Messages Projected Cash Budget For the period ended December 9, 2011						
	Present - Oct 7	Oct 7 - Oct 28	Oct 28 - Nov 18	Nov 18 - Dec 9	Summary	
Cash Receipts						
Projected Sales	\$ -	\$ 2,409	\$ 2,409	\$ 2,409	\$	7,228
Loan disbursement	\$ 1,300	\$ -	\$ -	\$ -	\$	1,300
Total cash receipts	\$ 1,300	\$ 2,409	\$ 2,409	\$ 2,409	\$	8,528
Cash Payments						
IBC Overhead		\$ 120	\$ 120	\$ 120	\$	361
Shipping		\$ 40	\$ 40	\$ 40	\$	120
COGS	\$ 948				\$	948
Miscellaneous	\$ 200				\$	200
Marketing expense	\$ 100	\$ 200	\$ 100	\$ 100	\$	500
Merchant expense	\$ -	\$ 8	\$ 16	\$ 32	\$	57
Interest expense	\$ -	\$ 8	\$ 8	\$ 8	\$	24
Loan repayment	\$ -		\$ -	\$ 1,300	\$	1,300
Total cash payments	\$ 1,248	\$ 216	\$ 124	\$ 1,440	\$	3,510
Cash increase (decrease)	\$ 52	\$ 2,193	\$ 2,285	\$ 969	\$	5,018
Beginning cash balance	\$ -	\$ 52	\$ 2,245	\$ 4,531	\$	-
Ending cash balance	\$ 52	\$ 2,245	\$ 4,531	\$ 5,499	\$	5,018

Amount Needed to Begin Operations: **\$1300**



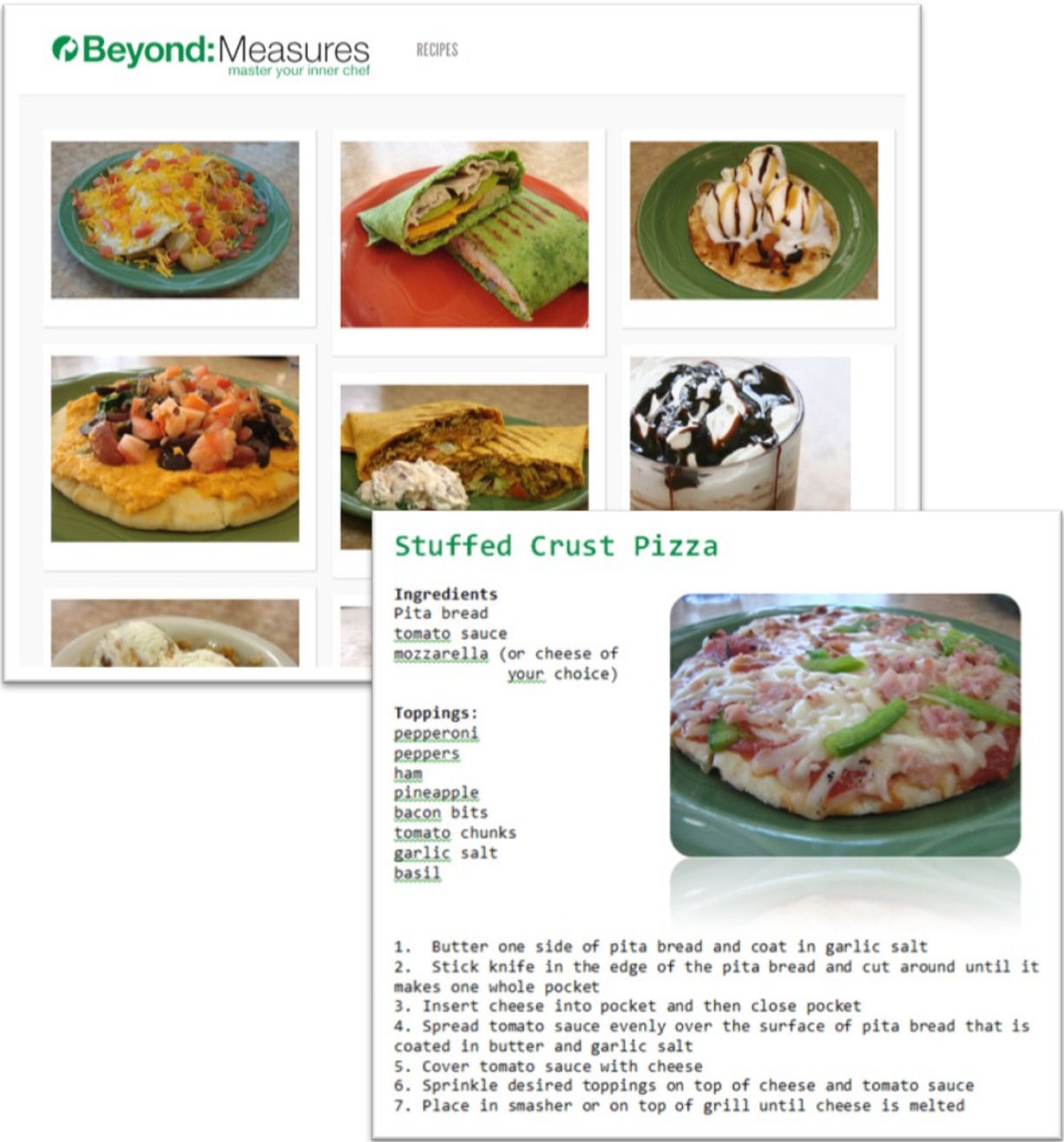
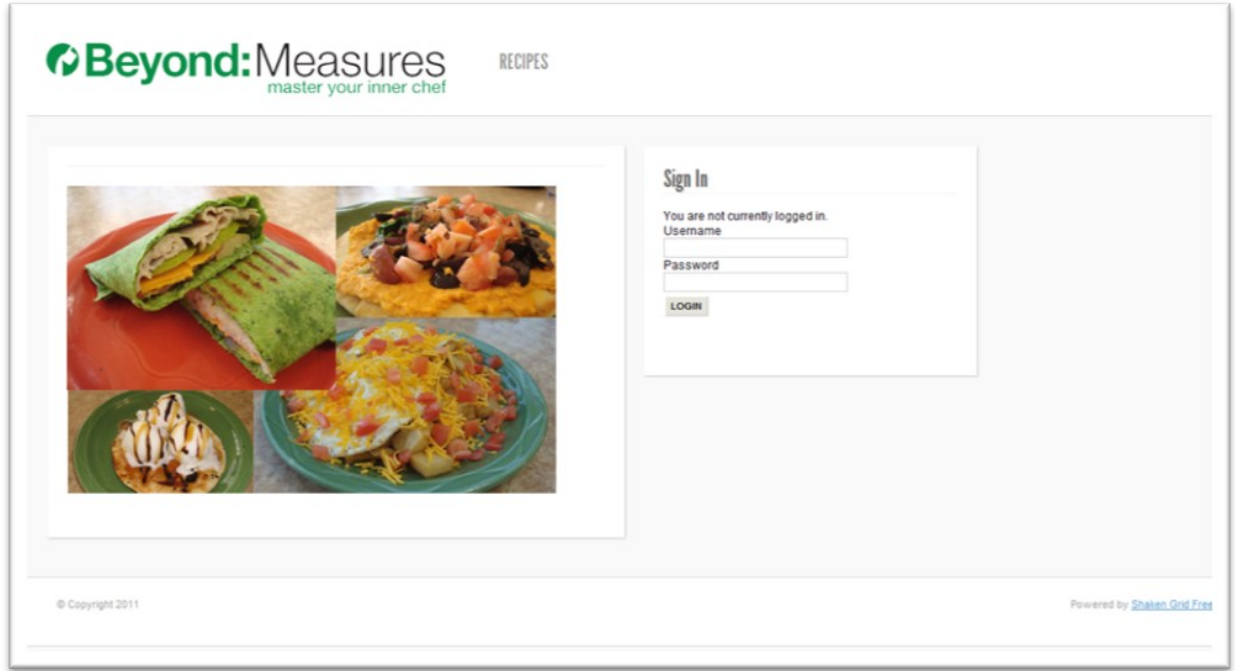
Mission Statement

Beyond Measures will produce and manage an online cookbook in an effort to accomplish the overall mission of Chasing Innovations. Through our creative Information Systems Department and input from other members, our website will continuously be updated with novel recipes and value-added content.

Product Description

Beyond Measures is a cookbook that will be available exclusively online. Purchase of a unique access code and password will be required to access the cookbook and will be available at the cost of \$3.00. The cookbook itself will include creative and original recipes submitted by students and/or faculty and staff, and the recipes will be made with ingredients available in Cedarville University's dining facilities, called Chuck's. The cookbook will include breakfast, lunch, and dinner recipes, as well as dessert and drink recipes. Beyond Measures will allow the Cedarville University family to explore and to enjoy the continuous variety that Chuck's offers.

Cookbook Homepage



Organizational Structure

Beyond Measures
Michelle Mead

President of Beyond the Hour

Rachel Fonseca

Director of Information Systems

Natalie Winslow

Director of Finance and Accounting

Tim Bardakjy

Director of Marketing

Kris Robison

Director of Customer Relations

Daily Operations

Operating
Time frame

- First Day: Tuesday, Oct. 17, 2011
- Last Day: Friday, Dec. 9, 2010

Operating
Hours

- Monday - Friday
- 4:30 p.m. - 7:00 p.m.

Location of
Operations

- Table inside Chuck's dining facilities

Online Cookbook Maintenance Operations

To ensure continuous variety, a member of Beyond Measures will be editing and adding content to the website. In addition, a member will further promote the cookbook by visiting dorms to improve sales, answer questions, and demonstrate how the website operates.

Staffing Strategy

Each evening of operation, Beyond Measures will have at least two *Chasing Innovations* members managing the table inside Chuck's. Each night, the table will feature a different sample dish from the cookbook available for sample. In addition to nightly operations, two Beyond Measures staff members will offer sample recipes weekly from the cookbook throughout the entirety of Chuck's dinner service. They will be accompanied by 4-5 *Chasing Innovations* members to provide support.

Marketing Strategy

Posters

Beyond Measures promotional posters will demonstrate how convenient the online cookbook will be for the Cedarville University family and students. The posters will simultaneously encourage viewers to visit Beyond Measures website. Locations for the posters include the following:

- Lower Stevens Student Center (SSC)
- Chuck’s dining facilities
- Dorm lounges on campus

Multiple formats and sizes of posters will be available to cater to the various advertising locations.

Chapel Advertising

Chapel Videos: Creating videos to be viewed during the chapel hour will help maximize product awareness. Chapel videos will include:

- Short 45 second – 1 minute videos to promote Beyond Measures online cookbook.
- Videos to be shown in chapel and posted on corresponding Facebook and Twitter accounts.
- Videos made with the technical help of audio and video students and the acting help of talented members of Chasing Innovations.
- Information providing instruction how to purchase a virtual account as well as how to use the account.

Chapel Slides: Specific slides shown in chapel will include the Beyond Measures logo, tag-line, and brief instruction on how to purchase a virtual cookbook account.

Other Advertising

Banners: A banner containing Beyond Measure’s logo and tag-line will be displayed inside of Chuck’s dining facilities.

Flyers: To help maximize product awareness, flyers will be distributed through Cedarville University campus mail. This will help ensure that every student will have a tangible reminder of the convenience of using the online cookbook.

Promotional Events: In order to achieve sustained product excitement level, Beyond Measures will be hosting an evening of recipe demonstrations. This evening will include members of Chasing Innovations and Beyond Measures cooking popular or new dishes at the self-cook station (grill) in Chuck’s dining facility. Members who are not immediately cooking recipes will be passing out samples to Chuck’s diners.

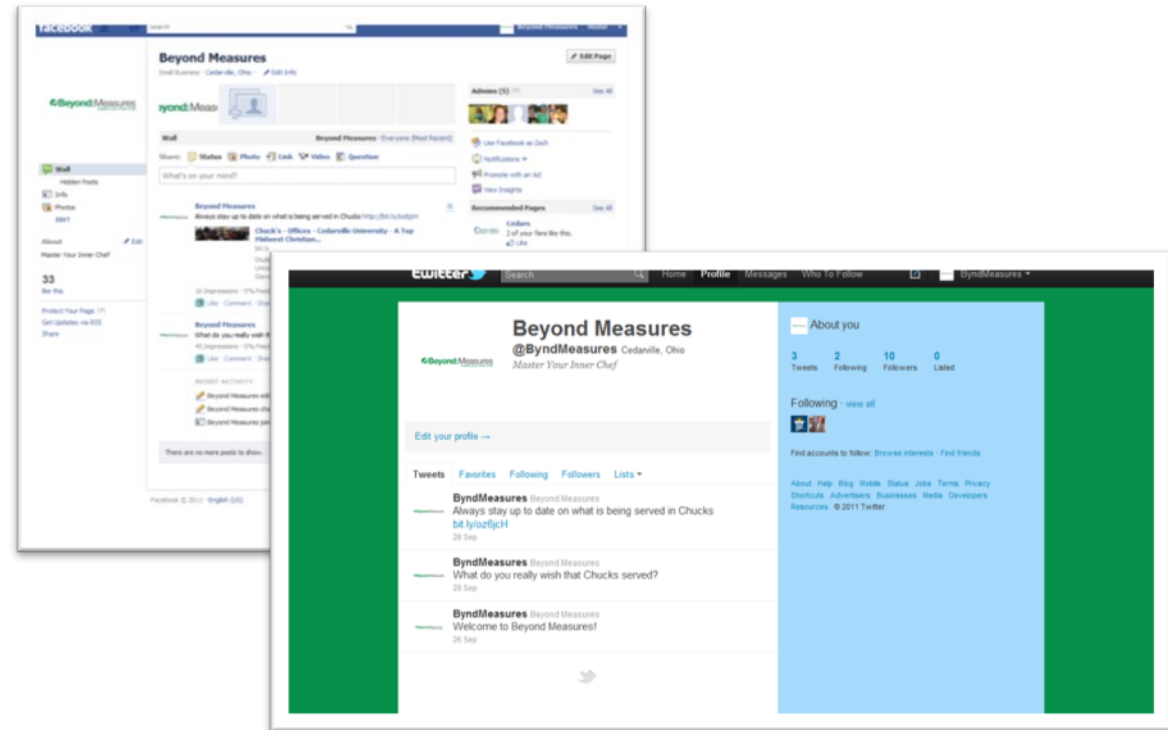
Online Advertising

A website will act as the selling platform for Beyond Measures and will include promotional news.

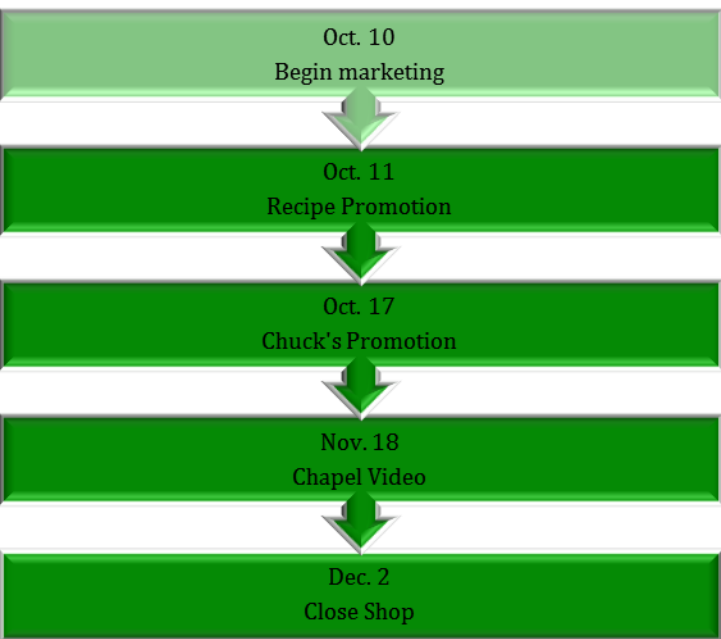
A Facebook page will display detailed information on all business activities. Consumer comments and feedback will be posted. The page will feature breaking news and recipe updates.

A twitter profile will provide followers with information on promotional news and events.

Picture of the Actual Beyond Measures Social Media Sites



Marketing Timeline



Financial Plan

Financial and Accounting Controls

The finance and accounting controls in place for Beyond Measures will help to ensure accurate and complete ledgers.

- An Excel macro will be opened and the password will be entered twice to record the first transactions of the day.
- Online sales will be recorded in the Excel macro at the end of each operating night.
- Cash sales will also be recorded in the master Excel macro.
- Cash will be placed in the cash box and locked after each operating night (Director of Finance and Accounting representative will hold the key).
- Beyond Measures Director of Finance and Accounting will coordinate with the Finance and Accounting Department representative at the end of each day of operations to reconcile cash with sales made.
- Director of Finance and Accounting will meet with the Accounting and Finance Department to input sales data into the Excel macro.

Sales Projection

Estimated sales to CU students	Price per cookbook	Number of Sales	Revenue
October 7 - October 28	\$3.00	140	\$420
October 28 - November 18	\$3.00	105	\$315
November 18 - December 16	\$3.00	75	\$225
Total estimated sales	\$3.00	320	\$960

Break Even Analysis

Quantity	Unit Price	Marketing	Total Price	Selling Price	Break Even	Profit	ROI
320	\$0.00	\$300.00	\$300.00	\$3.00	100 units	\$ 526.89	175.63%

Projected Income

Virtual Cookbooks Projected Income Statement For the period ended December 9, 2011		
a.) Sales Revenue		\$ 896.00
Cost of Goods Sold		\$ -
Gross Profit		\$ 896.00
Operating Expenses		
IBC Overhead	\$ 44.80	
Marketing Expense	\$ 300.00	
b.) Merchant Expense	\$ 18.82	
Total Operating Expenses		\$ 363.62
Operating Income		\$ 532.38
Other Income (Expenses)		
d.) Loan Interest Expense	\$ (5.50)	
Total Other Expenses, net		\$ (5.50)
Net Income		\$ 526.89

Footnotes

- a.) Projected Sales Revenue is calculated for with projected unit sales of 320 and a \$5 selling price.
- b.) Projected Merchant Expense is calculated for 180 credit sales at \$5 and a merchant fee of 2.1%.
- c.) Projected Sales Tax Expense is calculated for a projected sales revenue of \$1,600 and a sales tax rate of 6.5%.
- d.) Projected Loan Interest Expense is calculated for a loan of \$600 at a 7.33% interest rate for 3 months.

Financial Plan

Departmental Expense Breakdown

Marketing	
Banners	\$ 50.00
Posters and fliers	\$ 80.00
Sales Table	\$ 20.00
Multimedia	\$ 24.00
T-shirts	\$126.00
Total Marketing Expenses	\$300.00
IT	
Merchant expense	\$ 18.82
Total IT Expenses	\$ 18.82
Accounting	
Loan Interest Expense	\$ 5.50
Total Accounting Expenses	\$ 5.50
Additional Expenses	
IBC Overhead	\$ 44.80
Total Additional Expenses	\$ 44.80
Total Expenses	\$369.11

Projected Cash Budget

Virtual Cookbooks					
Projected Cash Budget					
For the period ended December 9, 2011					
	Present - Oct 7	Oct 7 - Oct 28	Oct 28 - Nov 18	Nov 18 - Dec 9	Summary
Cash Receipts					
Projected Sales	-	\$448	\$269	\$179	\$900
Loan disbursement	\$300	-	-	-	\$300
Total cash receipts	\$300	\$448	\$269	\$179	\$1,200
Cash Payments					
IBC Overhead		\$22	\$13	\$9	\$45
Marketing expense	\$300				\$300
Merchant expense	-	\$9	\$6	\$4	\$19
Interest expense	-	\$2	\$2	\$2	\$5
Loan repayment	-	\$150	\$90	\$60	\$300
Total cash payments	\$300	\$184	\$111	\$75	\$669
Cash increase (decrease)	-	\$264	\$158	\$105	\$531
Beginning cash balance	-	-	\$264	\$422	-
Ending cash balance	-	\$264	\$422	\$527	\$531

Amount Needed to Begin Operations: **\$300**



Beyond:the Bubble
set your taste buds free

Mission Statement

Beyond the Bubble will bring food options to the Cedarville University campus in an effort to accomplish the overall mission of Chasing Innovations. Beyond the Bubble will earn customer respect and loyalty by using an efficient and accurate process that leads to quality results.

Product Description

Beyond the Bubble is a food delivery service that will be serving the students and members of the Cedarville University family by picking up orders that have been placed through online and onsite ordering for various food items from Chick-fil-a. Beyond the Bubble will operate beginning Tuesday, Oct. 4 and end on Friday, Dec. 9. Deliveries will occur on Tuesday through Thursday and will arrive at 7:30 p.m. Orders will be picked up in the Lower Stevens Student Center.

Supplier Information

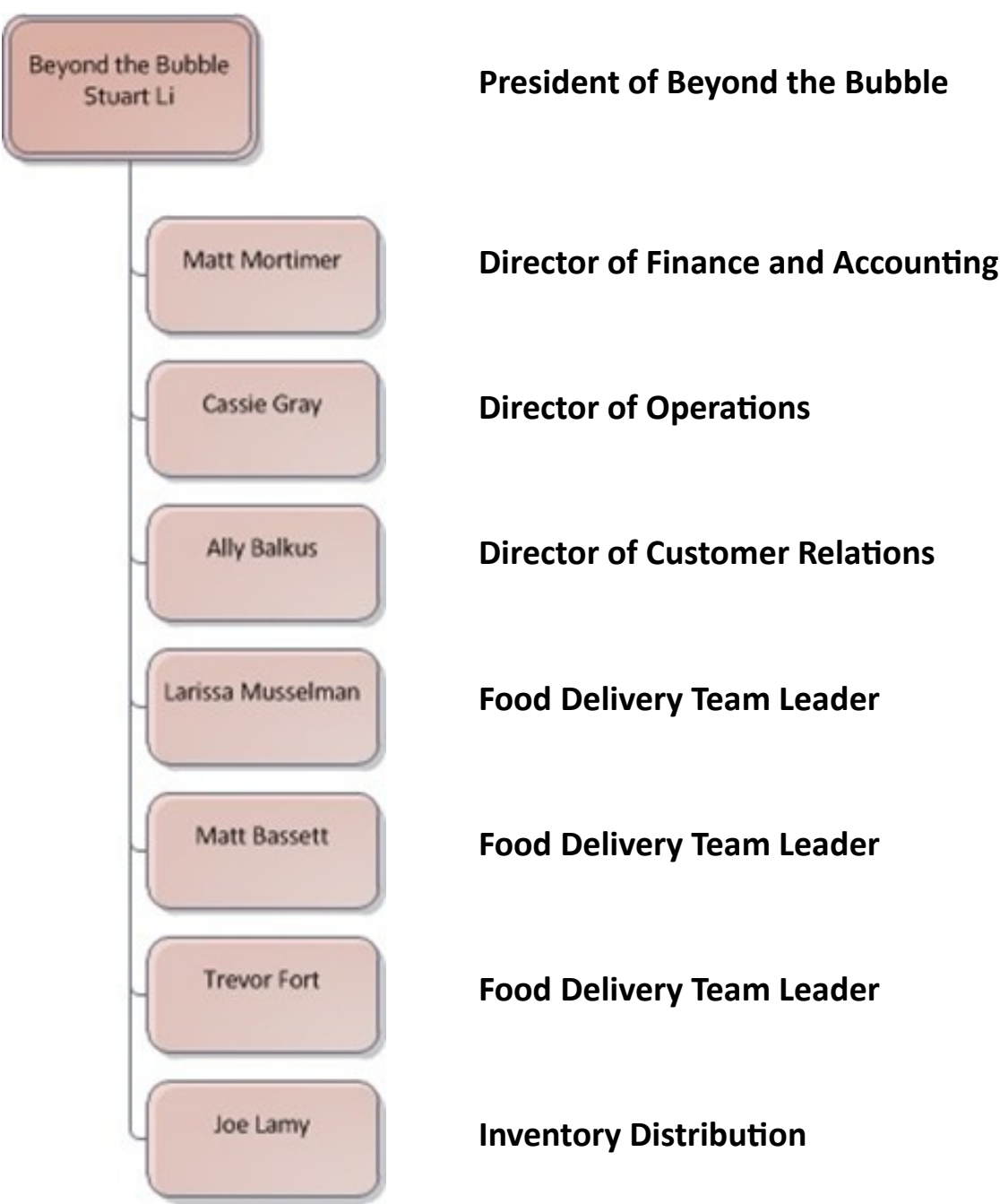
Christian Ministries at Cedarville University has agreed to allow Beyond the Bubble to utilize Van 21 from Cedarville University on all operating nights. Keys will be obtained by Beyond the Bubble’s Director of Operations.

Delivery Methods – Throughout the entirety of operation, Beyond the Bubble will pick up deliveries from Chick-fil-a by using Van 21 from Christian Ministries and deliver the food to the Lower SSC (pick-up location).

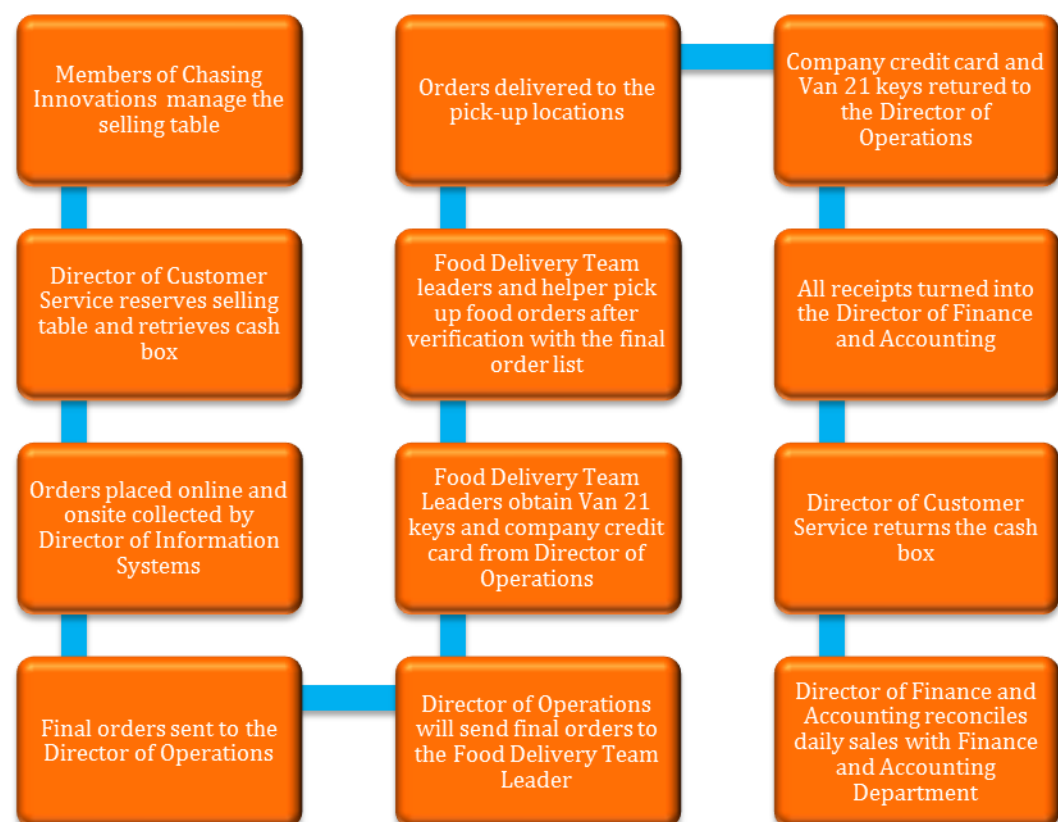
Supplies – Chick-fil-a has agreed to let Beyond the Bubble use its hot bags to keep the food hot during the transportation process.

Computer Services – Beyond the Bubble will be using laptops provided by Cedarville University’s Computer Services to take orders at the Beyond the Bubble sales table. Each laptop will be under the control of a team member at all times. During the sales hours in the upper SSC, a customer service representative will place each order in an Excel spreadsheet and in the distribution tables to make sure each order is correct. When the food is delivered, a team member will use Google Docs to verify that the person who ordered actually received the order. In the event of a long line at the sales table, Beyond the Bubble’s Director of Operations has graciously allowed Beyond the Bubble to utilize her personal laptop.

Organizational Structure



Daily Operations



Staffing Strategy

Each night of operations, Beyond the Bubble Team Leaders will drive to Chick-fil-a to pick-up food orders with the assistance of two additional *Chasing Innovations* members. Also, two *Chasing Innovations* will be present to manage the food pick-up table as well as two *Chasing Innovations* members present at the Customer Relations table.

Marketing Strategy

Beyond the Bubble will be partnering with the Student Center Activities Board (SCAB) to promote the food delivery service. SCAB hosts multiple events a week where Beyond the Bubble will have the opportunity to provide food for people who attend and work the event. SCAB has agreed to promote Beyond the Bubble in its marketing for events, and Beyond the Bubble has agreed to promote SCAB's events. The partnership will bring awareness to the Beyond the Bubble and increase sales.

Posters

Beyond the Bubble's promotional posters will demonstrate how convenient the food delivery service will be for Cedarville University students and Cedarville University family. The posters will simultaneously encourage viewers to visit the Beyond the Bubble website. Locations for the posters include the following:

- Lower Stevens Student Center (SSC)
- Dorm lounges on campus

Multiple formats and sizes of posters will be available to cater to the various advertising locations.

T-shirts

To enhance service recognition, 30 long-sleeve black t-shirts containing the Beyond the Bubble logo will be created and given to Chasing Innovations members and other Cedarville University students. The t-shirts will be worn by Beyond the Bubble's Team Leaders who distribute the food at the table and by members working at the selling table located in the Upper SSC by the Information Desk.

Chapel Advertising

Creating videos to be viewed during the chapel hour will help maximize product awareness. Chapel videos will include:

- Short 45 sec. to 1 min. videos to promote the Beyond the Bubble food delivery service.
- Videos to be shown in chapel and posted on corresponding Facebook and Twitter accounts.
- Videos made with the technical help of audio and video students and the acting help of talented members of Chasing Innovations.
- Information providing instruction on how to order food online as well as list the menu options from the various restaurants.

Chapel slides: Specific slides advertising the convenience of Beyond the Bubble's food delivery service as well as help drive viewing traffic to its website.

Other Advertising

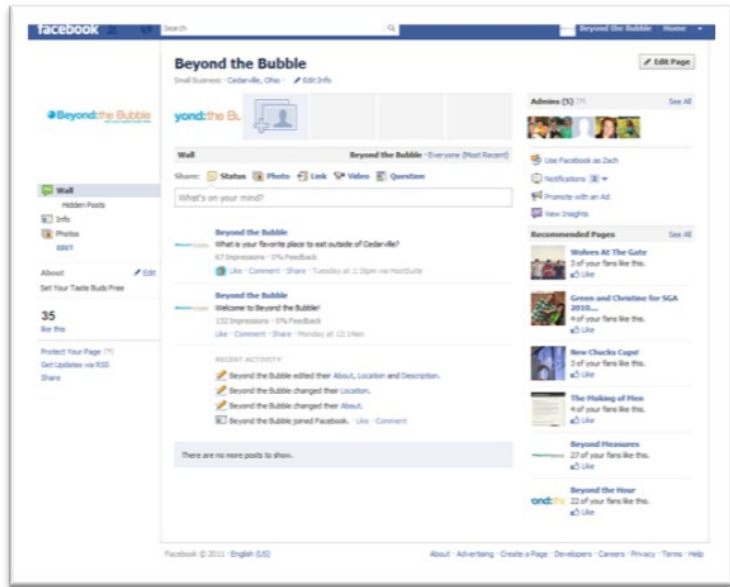
Banners: Beyond the Bubble will have a banner displayed at the corresponding sales table in the Upper SSC in order to promote the service and promote recognition.

Flyers: To help maximize product awareness, flyers will be distributed through Cedarville University campus mail. This will help ensure that every student will have a tangible reminder of the convenience of ordering from Beyond the Bubble.

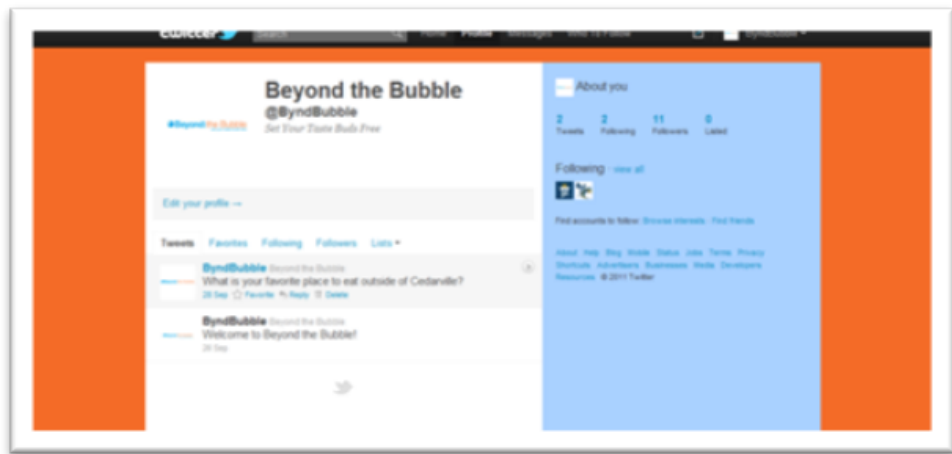
Marketing Strategy

Online Advertising

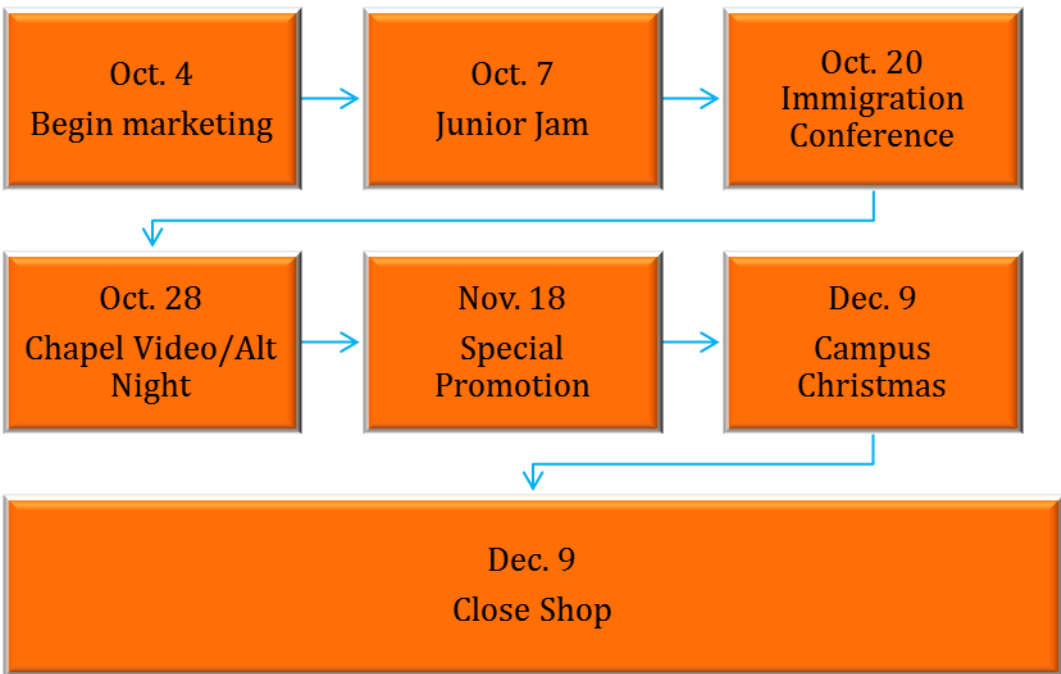
- A website will act as the selling platform for Beyond the Bubble and will include promotional events.
- A Facebook page to display detailed information on all business activities. Consumers can post comments and pictures. The page will also include an ordering schedule and menu.



- A Twitter profile to provide followers with information on promotional news and events.



Marketing Timeline



Financial Plan

Financial and Accounting Controls

The finance and accounting controls in place for Beyond the Bubble will ensure quality for customers and maximum profit potential.

Online pre-order controls will include the following:

- A list of pre-ordering customers.
- Data of credit customers will be input into an Excel macro.
- A list of customers who will pay in cash will be created.
- Credit-paying customers must bring their receipt of purchase or (recite their order ID number) to the pick-up location for order identification purposes.

Pick-up controls will include the following:

- One Beyond the Bubble Team Leader will be responsible for credit card payments and receipts.
- Two people will sign the receipt of purchase for the entire order.

Customer pick-up controls will include the following:

- Any cash transaction will be entered into an Excel macro, which will keep track of all sales.

Reconciliation controls will include the following:

- The Director of Finance and Accounting of Beyond the Bubble will meet daily with a member of the Finance and Accounting Department.
- Verification of revenue from each data sheet.
- A reconciliation of cash and credit to the receipt of sales.
- The Director of Finance and Accounting for Beyond the Bubble will deliver the Excel macro to the Finance and Accounting Department.

Sales Projection

Food Delivery Service Projected Sales Forecast For the Period Ended, Dec. 9, 2011					
Two-Week Intervals					
	1	2	3	4	Total
Meal Sales	200	175	200	175	750
Selling Price per Unit	6	6	6	6	6
Total Sales	1,200	1,050	1,200	1,050	4,500

Projected Income

Beyond the Bubble Projected Income Statement For the Period Ended, Dec. 9, 2011		
Service Revenue	4,500	
Cost of Goods Sold	-2,250	
Gross Profit		2,250.00
Operating Expenses:		
Transaction Fee (2.1% per sale)	71	
IBC Overhead	225	
Gas Expense	400	
Marketing Expense		
Flyers	15	
Posters	175	
Sales Table	60	
Promotional Budget	150	
Multimedia	50	
T-Shirts	300	
Total Marketing Expense	750	
Total Expenses		-1,445.88
Operating Income		804.13
Other Income (Expenses)		
Interest Expense	9	
Total Other Operating Income (Expense)		-9
Net Income		\$795.13

Financial Plan

Break Even Analysis

Sales		
Sales price per meal	6.00	
Sales volume per period (meals)	750.00	
Total Sales		4500.00
Variable Costs		
Meal Cost per unit	3.00	
Total Variable Costs		2250.00
Unit contribution margin	3.00	
Gross Margin		2250.00
Fixed Costs Per Period		
Marketing Costs	768.00	
Gas Costs	400.00	
Total Fixed Costs per period		1168.00
Net Profit (Loss)		1082.00

Breakeven Point	(Units)					
Sales volume/period (units)	0	75	150	300	450	600
Sales price/unit	6	6	6	6	6	6
Fixed costs/period	1,168	1,168	1,168	1,168	1,168	1,168
Variable costs	0	225	450	900	1,350	1,800
Total costs	1,168	1,393	1,618	2,068	2,518	2,968
Total sales	0	450	900	1,800	2,700	3,600
Net profit (loss)	(1,168)	(943)	(718)	(268)	182	632
Nightly break even	Minimum of 6 orders a night					

Departmental Expense Breakdown

Departmental Expense Breakdown	
Operations	
COGS	2,250
IBC Overhead	225
Gas	400
Totals Operations Expenses	2,875
Marketing	
Flyers	15
Posters	175
Sales Table	60
Promotional Budget	150
Multimedia	50
T-Shirts	300
Total Marketing Expenses	750
IT	
Transaction Fee	71
Total IT Expenses	71
Accounting	
Sales Tax Expense	0
Loan Interest Expense	9
Total Accounting Expenses	9
Total Expenses	3,705

Financial Plan

Chick-fil-a Profit Per Meal

Chick-Fil-A										
	Regular Cost	20% Discount	Charge	Profit	Delivery Fee	Total Profit	Total Price	Delivery Fee*	Total Profit*	Total Price*
Chicken Sandwich	\$ 2.85	\$ 2.28	\$3.00	\$0.72	\$3.00	\$3.72	\$6.00	\$2.00	\$2.72	\$5.00
Spicy Chicken Sandwich	\$ 3.09	\$ 2.47	\$3.00	\$0.53	\$3.00	\$3.53	\$6.00	\$2.00	\$2.53	\$5.00
Chicken Nuggets (8)	\$ 2.85	\$ 2.28	\$3.00	\$0.72	\$3.00	\$3.72	\$6.00	\$2.00	\$2.72	\$5.00
Chicken Sandwich Deluxe	\$ 3.45	\$ 2.76	\$4.00	\$1.24	\$3.00	\$4.24	\$7.00	\$2.00	\$3.24	\$6.00
Chargrilled Chicken Sandwich	\$ 3.55	\$ 2.84	\$4.00	\$1.16	\$3.00	\$4.16	\$7.00	\$2.00	\$3.16	\$6.00
Chicken Salad Sandwich	\$ 3.85	\$ 3.08	\$4.00	\$0.92	\$3.00	\$3.92	\$7.00	\$2.00	\$2.92	\$6.00
Chicken Strips (4)	\$ 4.09	\$ 3.27	\$4.00	\$0.73	\$3.00	\$3.73	\$7.00	\$2.00	\$2.73	\$6.00
Spicy Chicken Sandwich Deluxe	\$ 3.69	\$ 2.95	\$4.00	\$1.05	\$3.00	\$4.05	\$7.00	\$2.00	\$3.05	\$6.00
Chargrilled/Chicken Caesar/Spicy Chicken Cool Wrap	\$ 4.85	\$ 3.88	\$5.00	\$1.12	\$3.00	\$4.12	\$8.00	\$2.00	\$3.12	\$7.00
Chargrilled Chicken Club Sandwich	\$ 4.39	\$ 3.51	\$5.00	\$1.49	\$3.00	\$4.49	\$8.00	\$2.00	\$3.49	\$7.00
									Avg. Profit	\$3.47
									Avg. Price	\$6.40
If customers order by 1:00am they will be charged \$2 for delivery									Avg. Cost	\$2.93
If customers order by 1:00pm they will be charged \$3 for delivery									Avg. Price Used in State-ments \$6.00	
									Avg. Cost Used in State-ments \$3.00	

Projected Cash Budget

Food Delivery Service Projected Cash Budget For the Period Ended December 9, 2011						
	Present - Oct 1	Oct 2 - Oct 22	Oct 23 - Nov. 5	Nov 6 - Nov 19	Nov 20 - Dec 16	Summary
Cash Receipts						
Projected Sales	\$0	\$1,125	\$1,125	\$1,125	\$1,125	\$4,500
Loan disbursement	\$500	\$0	\$0	\$0	\$0	\$500
Total cash receipts	\$500	\$1,125	\$1,125	\$1,125	\$1,125	\$5,000
Cash Payments						
COGS		\$563	\$563	\$563	\$563	\$2,250
IBC Overhead		\$56	\$56	\$56	\$56	\$225
Transaction Fee	\$0	\$42	\$42	\$42	\$42	\$166
Marketing expense	\$0	\$192	\$192	\$192	\$192	\$768
Gas Expense	\$0	\$128	\$128	\$128	\$128	\$512
Interest expense	\$0	\$2	\$2	\$2	\$2	\$9
Loan repayment	\$0	\$125	\$125	\$125	\$125	\$500
Total cash payments	\$0	\$1,108	\$1,108	\$1,108	\$1,108	\$4,430
Cash increase (decrease)	\$500	\$17	\$17	\$17	\$17	\$570
Beginning cash balance	\$0	\$500	\$517	\$535	\$552	\$0
Ending cash balance	\$500	\$517	\$535	\$552	\$570	\$570

Amount Needed to Begin Operations: **\$500**

Customer Relations

Mission Statement

The Customer Relations Department exists to provide the best atmosphere for our company Chasing Innovations, to successfully bring its small business units (SBUs) to market and increase the likelihood of repeat purchases. The Customer Relations Department will be responsible for collecting, analyzing, and enacting remedies for customer complaints, conducting marketing effectiveness surveys, providing convenient locations, and administering customer satisfaction surveys.

Customer Satisfaction Survey

Customer Service Form

Thank you for choosing Beyond the Bubble! Your opinion is extremely important to us in evaluating our service. Please take a moment to answer the following questions. In order to serve you best, please respond if your meal was wrong in any way. Please let us know what we can do to make our service enjoyable for you!

* Required

Overall, I am satisfied with my experience. *

1

2

3

4

5

Extremely Low

Extremely High

Ordering was simple and convenient. *

1

2

3

4

5

Extremely Low

Extremely High

Delivery times fit into my schedule. *

1

2

3

4

5

Extremely Low

Extremely High

My order was correct and made to my satisfaction *

1

2

3

4

5

Extremely Low

Extremely High

What other restaurants would you like Beyond the Bubble to offer?

How can we improve our service?

Additional Comments:

Please enter your order ID number

Information Systems

Example Sales Ledger

Sales														Ref
First Name	Last Name	Email Address	Item Number	Order Quantity	Order Cost(COOS)	Merchant Fee	Order Price (Revenue)	Payment Method	Promotions	Total	Net Profit	Date		
Tim	Jones	jones@bendville.edu	CD	2	\$ 4.00	\$ 0.21	\$ 5.00	Credit		\$ 10.00	\$ 5.79	10/1/2011	Chipoff	Check #
														Beverage
														Cookbook
														CD
														DVD

Example Receipt Excel Macro

Chasing Innovations

SALES RECEIPT

Beyond the Hour

a Chasing Innovations Establishment

[Street Address]

[City, ST ZIP Code]

[Phone] [Fax]

[e-mail]

RECEIPT NO. [100]

DATE October 1, 2011

CUSTOMER ID [ABC12345]

SOLD TO Tim Jones

PAYMENT METHOD	CHECK NO.	JOB
Credit		

QTY	ITEM #	DESCRIPTION	UNIT PRICE	DISCOUNT	LINE TOTAL
2.00	7	CD	\$ 5.00	\$ -	\$ 10.00
TOTAL DISCOUNT					
SUBTOTAL					\$ 10.00
SALES TAX					
TOTAL					\$ 10.00

Information Systems

Master Sales Macro

First Name	Last Name	Email Address	Item Number	Order Quantity	Order Cost(COST)	Merchant Fee	Order Price (Revenue)	Payment Method	Promotions	Total	Net Profit	Date						
Freed	Evan	efreed@cedarcro.edu	Chick-fil-a	2	\$	10.00	\$	0.40	\$	12.00	Credit	\$	2.00	\$	22.00	\$	11.54	10/1/2011
Dale	John	djohn@cedarcro.edu	Cookbook	2	\$	5.00	\$	-	\$	24.00	Cash	\$	48.00	\$	43.00	\$	10/1/2011	

Master Receipt Excel Macro

1	A	B	C	D	E	F	G	H	I
8	[Street Address]		RECEIPT NO. [100]						
9	[City, ST ZIP Code]		DATE	September 29, 2011					
10	[Phone] [Fax]		CUSTOMER ID	[ABC12345]					
11	[e-mail]								
12	SOLD TO	Freed	Evan						
13									
14									
15									
16									
17									
18									
19	PAYMENT METHOD	CHECK NO.	JOB						
20	Credit								
21									
22	QTY	ITEM #	DESCRIPTION	UNIT PRICE	DISCOUNT	LINE TOTAL			
23	2.00	2	Chick-fil-a	\$	12.00	\$ 2.00	\$ 22.00		
24			TOTAL DISCOUNT		\$	2.00			
25						SUBTOTAL	\$ 22.00		
26						SALES TAX			
27						TOTAL	\$ 22.00		
28									
29									
30									
31									
32									
33									
34									
35	[Street Address]		RECEIPT NO. [100]						
36	[City, ST ZIP Code]		DATE	September 29, 2011					
37	[Phone] [Fax]		CUSTOMER ID	[ABC12345]					
38	[e-mail]								
39	SOLD TO	Dale	John						
40									
41									
42									
43									
44									
45	PAYMENT METHOD	CHECK NO.	JOB						
46	Cash								

Consolidated Financial Report

Projected Income Statement

Chasing Innovations		
Consolidated Projected Income Statement		
For the Year Ended December 9, 2011		
Revenue		12,624
Cost of Goods Sold	\$ 3,198	
Gross Profit		9,426
Operating Expenses:		
Shipping Expense	\$ 120	
IBC Overhead	\$ 631	
Transaction Fee (2.1% per sale)	\$ 147	
Gas Expense	400	
Marketing Expense		
Banners	400	
Posters and Fliers	370	
Sales Table	180	
Multimedia	174	
T-Shirts	426	
Total Marketing Expense	1550	
Miscellaneous Expenses	200	
Total Expenses	\$ 3,048	
Operating Income		\$ 6,378
Other Income (Expenses)		
Interest Expense	\$ 40	
Total Other Operating Income (Expense)	\$ 40	
Net Income		\$ 6,338

Consolidated Financial Report

Projected Cash Budget

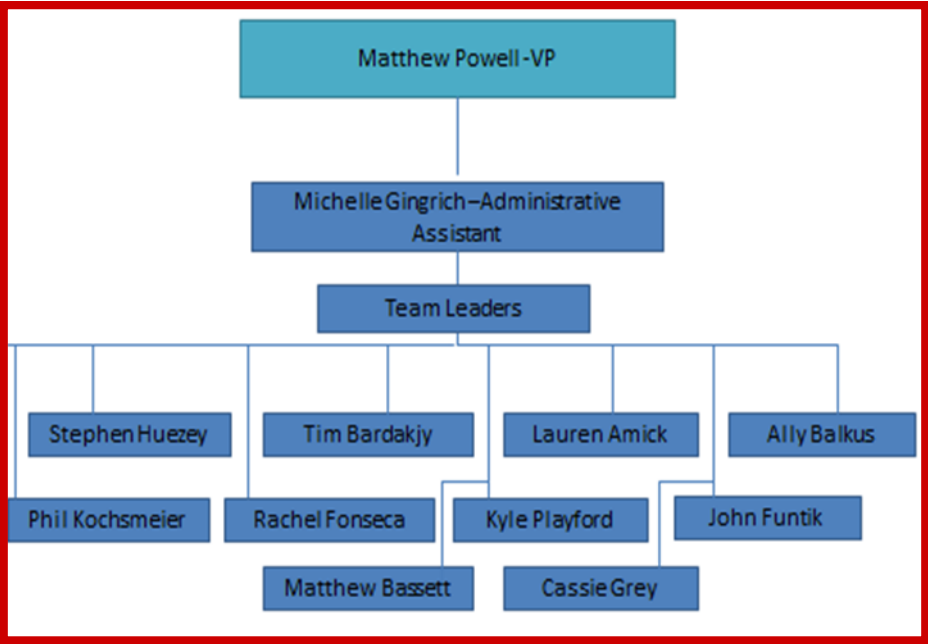
IBC Projected Cash Budget For the Period Ended December 9, 2011							
	Present - Oct 1	Oct 2 - Oct 22	Oct 23 - Nov. 5	Nov 6 - Nov 19	Nov 20 - Dec 16	Summary	
Cash Receipts							
Projected Sales	\$ -	\$ 3,156	\$ 3,156	\$ 3,156	\$ 3,156	\$	12,624
Loan disbursement	\$ 2,100	\$ -	\$ -	\$ -	\$ -	\$	2,100
Total cash receipts	\$ 2,100	\$ 3,156	\$ 3,156	\$ 3,156	\$ 3,156	\$	14,724
Cash Payments							
Shipping		\$ 30	\$ 30	\$ 30	\$ 30	\$	120
IBC Overhead		\$ 158	\$ 158	\$ 158	\$ 158	\$	631
COGS	\$ 948	\$ 563	\$ 563	\$ 563	\$ 563	\$	3,198
Transaction Fee	\$ -	\$ 37	\$ 37	\$ 37	\$ 37	\$	147
Marketing expense	\$ -	\$ 388	\$ 388	\$ 388	\$ 388	\$	1,550
Gas Expense	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$	400
Interest expense	\$ -	\$ 10	\$ 10	\$ 10	\$ 10	\$	40
Miscellaneous Expense	\$ -	\$ 200		\$ -	\$ -	\$	200
Loan repayment	\$ -	\$ 525	\$ 525	\$ 525	\$ 525	\$	2,100
Total cash payments	\$ 948	\$ 2,010	\$ 1,810	\$ 1,810	\$ 1,810	\$	8,386
Cash increase (decrease)	\$ 1,152	\$ 1,146	\$ 1,346	\$ 1,346	\$ 1,346	\$	6,338
Beginning cash balance	\$ -	\$ 1,152	\$ 2,298	\$ 3,645	\$ 4,991	\$	-
Ending cash balance	\$ 1,152	\$ 2,298	\$ 3,645	\$ 4,991	\$ 6,338	\$	6,338

Consolidated Loan Proposal

Beyond The Hour	
Materials	1000
Up Front Marketing	300
Total	1300
Beyond Measures	
Up Front Marketing	300
Total	300
Beyond the Bubble	
Up Front Marketing	450
First Week of Gas	50
Total	500
Loan Request	
2100	

Community Service

Chasing Innovations is committed to serving not only our customers, but also those who need help in the surrounding community. We have been given the opportunity to use our talents to benefit people beyond our business fields. As Christians, *Chasing Innovations* believes it is necessary to incorporate community service to reach *Chasing Innovations'* full potential.



10 Hours | 1 Semester

To facilitate our goal of reaching 470 hours of volunteer service in ten weeks, we will have scheduled evenings of Monday, Wednesday, and Friday to volunteer at InsideOut Youth from 4:00 p.m. – 8:00 p.m. Team leaders will be assigned to drive and document hours of volunteer work for each *Chasing Innovations* member. Each will have an assigned job when they arrive, whether it is participating in serving food, playing basketball, or helping with homework.

InsideOut Youth



Chasing Innovations will be partnering with InsideOut Youth. InsideOut Youth is located on the edge of Springfield and its mission is to minister to the inner-city youth in that area. They offer several different aspects as part of their ministry, such as a nursery, elementary daycare, a youth center, and will soon be partnering with No Child Left Behind. The goal of InsideOut Youth is “[a]s we work with at-risk youth to promote positive inner change, our communities will reap the benefits. As more and more youth turn from crime, vandalism and the drug trade, our streets will become safer and our businesses more profitable. We believe that entire neighborhoods will be transformed as Inside Out Youth's services expand over the next few years.” Through these many endeavors, InsideOut Youth has many opportunities for *Chasing Innovations* to fulfill our service requirements. *Chasing Innovations* will be working hands-on with InsideOut Youth and will benefit from friendships established.



All graphics property of InsideOut Youth

Contingency Plan

This document contains the Contingency Plan for *Chasing Innovations*. It is intended to serve as the centralized repository for the information, tasks, and procedures that would be necessary to facilitate *Chasing Innovations* management's decision-making process and its timely response to any disruptive or extended interruption of the department's normal business operations and services. This is especially important if the cause of the interruption is such that a prompt resumption of operations cannot be accomplished by employing only normal daily operating procedures.

In terms of personnel and financial resources, the information tasks and procedures detailed in this plan represent *Chasing Innovations* management's demonstrated commitment to response, resumption, recovery, and restoration planning. Therefore, it is essential that the information and action plans in this plan remain viable and be maintained in a state of currency in order to ensure the accuracy of its contents. To that end, this introduction is intended to introduce and familiarize its readers with the organization of the plan.

Since the information contained in this document describes *Chasing Innovations* management's planning assumptions and objectives, the plan should be considered a sensitive document. All of the information and material contents of this document should be labeled, "Limited to Official use".

The *Chasing Innovations* management has recognized the potential financial and operational losses associated with service interruptions and the importance of maintaining viable emergency response, resumption, recovery and restoration strategies.

The *Chasing Innovations* Contingency Plan is intended to provide a framework for constructing plans to ensure the safety of employees and the resumption of time-sensitive operations and services in the event of an emergency (fire, power or communications blackout, tornado, hurricane, flood, earthquake, civil disturbance, etc.)

Although the *Chasing Innovations* Contingency Plan provides guidance and documentation upon which to base emergency response, resumption, and recovery planning efforts, it is not intended as a substitute for informed decision-making. Those within *Chasing Innovations* must identify disruptions that will result in significant financial and/or operational losses. Plans should include detailed responsibilities and specific tasks for emergency response activities and business resumption operations based upon pre-defined time frames.

It is not enough if the goal is to have a viable response, resumption, recovery, and restoration capability. In order to establish that capability, plans, and the activities associated with their maintenance (i.e. training, revision, and exercising) must become an integral part of *Chasing Innovations* operations.

At this moment, we are in promising negotiations with the Cedarville University Admissions Office. They have expressed strong interest in purchasing somewhere between 700 and 800 DVDs. In the event of closing this sale, we will generate enough revenue to cover our expenses and repay the entire loan for *Chasing Innovations*.

However, below are lists of the actions that will be taken to ensure that *Chasing Innovations* pays back the loan we are requesting, in the event that one of the challenges listed below affects our operations.

If we are not meeting our intended sales plan of 30 orders per night for *Beyond the Bubble*.

- Initially, we would demand a more aggressive sales approach, from those working as sales reps, at the tables located in the Stevens Student Center (SSC).
- If we find that this is unsuccessful, we will then look to improve our marketing strategy. The social media outlet would be the most ideal route to take because it is economical.
- Also, *Beyond the Bubble* would work with additional restaurants, in order to provide more variety and become more appealing.
- In the event that our sales are still slipping, we would lower the cost of our delivery fee to generate more revenue.

If we are not generating enough revenue to cover our expenses for *Beyond the Hour*.

- Initially, we would demand a more aggressive sales approach, from those working as sales reps, at the tables located in the Stevens Student Center (SSC).
- If we find that this is unsuccessful, we will then look to improve our marketing strategy. The social media outlet would be the most ideal route to take because it is incredibly economical.
- In the event that the loss was occurring before October 31, 2011, we would begin our on campus sales at an earlier time and create interest among current students.
- Finally, we would reach out to our contacts within the alumni office and obtain phone numbers of alumni still connected to the University. With this information, we could make phone calls encouraging alumni to purchase the product at our website.

We are not generating enough revenue to cover our marketing expenses for *Beyond Measures*:

- Initially, we would demand a more aggressive sales approach, from those working as sales reps, at the tables located in the Stevens Student Center (SSC).
- If we find that this is unsuccessful, we will then look to improve our marketing strategy. The social media outlet would be the most ideal route to take because it is economical.
- We would perform additional food demonstration nights in the Cafeteria, to generate additional interest and awareness of the cookbook.
- At a last resort, we would drop our prices from \$3.00 to \$2.00, so the subscription becomes even more of an impulse buy.

