

Experiential Event Space

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Executive Summary

General Company Description

This company is an event space dedicated to creating meaningful connections and collaborative relationships with people, belongings, and lived environments. This gathering place aims to help people rethink what it means to connect by offering a space to gather, share, and an opportunity to reconnect with one's own creativity.

Products and Services

This company is a unique event space meant to encourage connectedness, learning, and growth from a variety of different experiences. Through collaborative efforts with vendors and participants this company offers a variety of experiences based on the needs of the guest that may include, but are not limited to weddings, retreats, workshops, and maker's markets.

Marketing Plan

Most often when people plan events, they do so to ensure the guests have a good time, the space looks festive and fun or beautiful, and it is tidied up at the end of the day. What folks often don't consider is how *sustainable* the event is, what happens to the waste, and what was the overall impact of the event itself? That's where this company comes in. As a one-stop shop for sustainability, this company offers a robust list of vendors, renewable energy resources, solutions for waste, and much more. Leading by example and offering simple, sustainable options, it takes the guess-work out of event-planning.

Beyond large events like weddings and reunions, **this company** also offers guest-led workshops on sustainability-focused arts and information. The intent of this business is to offer a new way to connect, create, and share through education and experience.

Operational Plan

Because **this company** offers a wide variety of options, there must be online and in-person experiential options. In order to make the choices approachable, web presence must be simple, yet engaging, and presented in a way that inspires and is inspired by the environment.

Events themselves may be hosted by other organizations or individuals and **this company** will provide support along the way as well as a staff member for the duration of the event to ensure all things with the facility run smoothly. Employees of **this company** will be enthusiastic, helpful, kind, and welcoming to all that utilize the space. They will also embody the ethos of **this company** and have a passion for sustainability, creativity, and the environment.

Management and Organization

This company will get its start as an LLC and begin with a small staff of one full time employee and 1-2 part time team members who will assist with events, working from 10-20 hours per week, depending on the number of events scheduled. Part time team members will be well-versed in the building systems and amenities, while the full time team member will work to ensure all daily operations are in order, plan and manage social accounts, and scheduling. There will be a small contract cleaning team that will ensure the space is maintained and refreshed after each event.

Financial Plan

This company will have initial financial hurdles to address including obtaining/establishing a physical location and then investment in renovations that include renewable energy, energy-efficient appliances, and systems set in place for vetted sustainable vendors and proper waste management.

Next Steps

This company is currently seeking a parcel of land with existing buildings, either a former campground or farmstead to renovate for future sustainable events. A property under existing ownership with current owners willing to teach about the land, its history, and ecology would be ideal. This company also seeks funding via grants to cover renovation costs and initial overhead while the business is established.

Company Description

This company is an event space dedicated to creating meaningful connections and collaborative relationships with people, belongings, and lived environments. This sustainable gathering place aims to help people rethink what it means to connect by offering a space to gather, share, and an opportunity to reconnect with one's own creativity. This space will allow guests to create and nurture more meaningful relationships and experiences with respect to the community and surrounding environment.

Guiding Principles

This company is rooted in the tenants of connectedness, creativity, and environment. While a for profit organization, the business is intent on provide a shared space for communities near and far to enjoy a space for shared learning and connection.

The Living Principles for Design framework is a catalyst for driving positive cultural change and has been a great influence in the foundation of **this company**. Created by sustainability professionals working with the AIGA (a US national graphic arts industry group), the LP-Framework distills the four streams of sustainability -- environment, people, economy, and culture -- into a roadmap that is understandable, integrated, and most importantly, actionable.

THE LIVING PRINCIPLES

Four Streams of Integrated Sustainability



Environment: Actions and issues that affect natural systems, including climate change, preservation, carbon footprint and restoration of natural resources.

- **This company** will look for opportunities to reduce its energy consumption and carbon footprint with the intent of achieving carbon neutrality.
- **This company** will align its operational systems with the environment and in harmony with the ecosystem in which it is located.



People: Actions and issues that affect all aspects of society, including poverty, violence, injustice, education, healthcare, safe housing, labor and human rights.

- **This company** will work to provide accessible programming and opportunities to collaborate with and promote the work of marginalized and underserved communities.
- **This company** will collaborate and promote inclusivity within the local community to strengthen connectedness within it.
- **This company** will only work with vendors and partners who's values and standards of ethics align with our own.



Economy: Actions and issues that affect how people and organizations meet their basic needs, evolve, and define economic success and growth.

- **This company** will work to be an economically positive member of the community.
- **This company** will provide options for all economic backgrounds to ensure services and activities are accessible for all.



Culture: Actions and issues that affect how communities' manifest identity, preserve and cultivate traditions, and develop belief systems and commonly accepted values.

- **This company** will embrace differences and promote social responsibility within the organization and community.
- **This company** will emphasize continuous learning and engagement with the community to ensure all guests feel included and represented.

Mission, Vision, Values, Goals

Mission Statement:

To provide an inclusive space for guests to connect, collaborate, and create to foster joy and community in connection with the environment.

Vision Statement:

This company serves as a space to build meaningful connections to people, the environment, and belongings through care, kindness, and (shared or independent) experience.

Values Statement:

This company strives to provide an inspiring space and opportunity for guests to experience sustainability first-hand. This space puts an emphasis on environment and promotes creative expression, exploration, curiosity, and care. To do this we will collaborate with community members, business owners, and independent artists to share, learn, and grow. Creating opportunities to connect with the environment and each other will provide each guest with more tools for promoting sustainable living upon their return home.

- **Share knowledge:** Creating learning opportunities enriches a community. This company believes in empowering guests by providing opportunities for personal and professional growth.
- **Make time for play:** Playful moments foster joy and can lead to impactful creative expression. This company believes that creative exploration can bring moments of genuine happiness to guests.
- **Connect with nature:** Immersing oneself in nature can be both calming and educational. This company believes in incorporating elements from nature into each experience.

Goals and Objectives:

To provide an inclusive space for guests to connect, collaborate, and create we must establish relationships with our community and develop a clear guide to the services and experiences offered. To achieve this mission, we strive to accomplish the following goals:

- Establish a list of vendors and community partners with a variety of talents and skillsets.
- Establish a resource to collect guest feedback and actionable method of implementing new ideas and encourage loyal guests.
- Emphasize continuous improvement across the organization through creative partnerships, connection with the environment, and advancing educational opportunities.

Business Philosophy:

This company strives to promote sustainability through experiences; experiences in nature, creative exploration, and connectedness.

Industry Overview:

Since the beginning of the COVID-19 pandemic, people have been exploring new hobbies and interests, including new ways to connect. On platforms like AirBnB, experiences are in demand, with 25% in Q3 of 2022 despite the rate of inflation and global economic uncertainty¹. Consumers are shifting their spending from goods to services. As more pressure is put on the retail landscape and the current levels of consumption, natural resources will become scarcer, climate concerns will grow, and people will look to nature for more meaningful connection.

Market Segment Overview:

This company strives to connect the local community to one another and invite others to share in these experiences. Examples of groups or individuals this company may cater to are:

- Engaged couples planning their wedding, families planning reunions, friends/family planning bridal/baby showers
- Vendors: wedding planners, caterers, photographers, florists
- Employers planning off-site retreats
- Businesses looking to host workshops
- Individuals looking to learn and connect

Company Strengths and Competencies:

This company is strengthened by collaboration and connectedness. Highlighting unique talent, establishing a trusted network, and offering consistent updates will enhance the customer experience. The ability to remain agile to respond to guest needs and insights will also benefit the organization.

A physical space may lend itself to some inconveniences for those needing to travel, however the location will be intentional and convenient with its offerings. The amount of land will determine the full scale of offerings for lodging over time for extended-stay experiences.

Legal Form of Ownership:

This company would start as an LLC as it becomes established. **This company's** values align with B Corp as it strives to put employees, community, guests, and environment first, but may not entirely fit within the B Corp business model. It will use the foundation of a B Corp as its guiding light and based on the company's growth within the first five years will reassess.

Products and Services

This company will offer a variety of ways to connect to people, the environment, and belongings through the following methods:

- Self-guided experiences and day visits.
- Educational programs, workshops, retreats.
- Space rental and access to a pre-approved sustainable vendor list.
- Lodging/accommodations for extended stay.

Marketing Plan

This company intends to provide outreach to many groups to build a diverse network of guests – both individually and through organizations. It is important to **this company** to offer accessible experiences to those who seek them and feel strongly about hosting events with minimal environmental impact.

This company plans to become a key connector in the community and a resource for introducing guests to sustainable opportunities and experiences. Through a digital landscape that includes a website, social media, and a blog, the business will connect with a range of audiences.

Market research: Opportunity

This company has identified several opportunities to offer a learning environment for sustainably-focused practices that encourage connectedness with a focus on the community and local ecosystem. There is opportunity for those who desire new ways of connecting with people the environment, and their belongings through trends like Marie Kondo's "Sparkling Joy" exercise and more meaningful connection post-pandemic (with each other, with hobbies, and with our homes).

Educating about sustainability can be offered in a variety of ways, connecting through workshops, crafting, creating or through hosting events that bring people together like weddings, reunions, markets, and so much more. Many folks have a desire to live more sustainably and often don't know where or how to start. There are a multitude of options and trends to follow, so we want to provide a resource and the tools to get started for any stage in the journey. From trends like plastic-free cleaning, zero waste, supporting local businesses, recycling and upcycling, to supporting small batch clothing

brands and much more. **This company** aims to be a one-stop shop for resources, how-to's, workshops, lessons, and a space to share and learn collectively.

Market research: Methodology

Implementing both primary and secondary research will be necessary to fully understand the market. First looking at publications and written resources followed by interviews with folks from varying backgrounds and the development of personas **this company** will identify its target audience.

This company is dedicated to focus on collaboration and networking, keys to the success of the experiential event space.

Economics

The sustainable events industry is expanding as more people become concerned about waste (i.e., food waste and disposable goods like plastic cups) and are becoming more comfortable to gather in groups since the beginning of the pandemic. Planning events requires collaboration across many businesses and can offer challenges if each vendor isn't aligned. The new era of sustainable events provides both hosts and attendees a sense of comfort and trust that their event is not causing harm and that care and consideration are top of mind during each step of the process.

Offering a physical event space comes with limitations like overhead, but ultimately offers a platform of inspiration and expansion of ideas through experiential design.

What is the total size of the market?

According to an PR Newswire press release the global events industry was valued at \$1,135.4 billion in 2019 and is expected to increase to \$1,552.9 billion by 2028.² As society progresses in collective knowledge and need for more sustainable solutions the demand will increase of sustainable venues. As stated in a study by KU ScholarWorks,

“the opportunities for changing the event industry to a sustainable industry are summarized in five aspects: energy, transportation, water, purchases, and waste.”³

Offering a sustainable venue that takes each of these factors into consideration provides a great service to both the event planners and guests alike.

Market Barriers – Significant start-up cost

Initial costs to establish **this company** will be significant, but may be funded through grants, sponsorship, and a possible crowdfunding campaign. Networking and submitting applications for funding will be key in the beginning stages of this process.

Market Barriers – Branding and partnerships

It can take years to build a consistent customer-base, so it will be important to establish a clear and strong brand vision from the start. Along with this, establishing key vendor relationships will help to kick-start event bookings. Create the hype and gain the respect as a trusted venue will go a long way for establishing and maintaining these relationships.

Market Barriers – Pandemic risk

The events industry took a big hit during the pandemic in 2020 and 2021. Venues who remained agile were able to offer alternatives and a variety of spaces to accommodate groups once the pandemic restrictions lifted. It will be important to have both indoor and outdoor spaces and ensure that indoor spaces are properly ventilated.

Product

This company will offer a variety of ways to connect to people, the environment, and belongings through a physical space and designed experiences.

- Self-guided experiences and day visits – these experiences would be accessible to guests on specific days and times, similar to an “open house” they would visit and

explore the resources and tools available. This could include the outdoor grounds or the workshop tools, all for independent enrichment.

- Educational programs, workshops, retreats – these pre-scheduled events would involve a range of complexity depending on the scale and duration of the event. Small workshops could be independently led for 1-2 hours, whereas a retreat could be a week-long project.
- Space rental and access to a pre-approved sustainable vendor list – the rental service would allow guests to utilize the full or partial space for their event. A list of vendors can ease the process of approving vendor who follow sustainable practices in their event design.
- Lodging/accommodations for extended stay – the extended stay option is for those who seek a robust experience, fully utilizing the grounds and becoming immersed and connected to their surroundings. This option is a part of the long-term vision, in the 5-year plan.

Features and Benefits

Self-guided experiences and day visits –

i.e. “open house” -or- a visit to a library

- Features
 - Independent exploration
 - Tool rental
 - Access to grounds
- Benefits
 - Creative exploration without capital investment in tools
 - Experience nature

Educational programs, workshops, retreats –

i.e. “how to make ___” -or- lesson about sustainability -or- a team building experience

- Features
 - Variety of workshop options in collaboration with the local businesses and community members
- Benefits
 - Expanded skills to apply outside of the space
 - A new creative outlet
 - A project to take away as a souvenir or gift

Space rental and access to a pre-approved sustainable vendor list –

i.e. weddings, quinceñeras, holiday parties, birthdays, bar mitzvahs

- Features
 - Beautiful space for events
 - Access to vendor list
 - Staff on-site
- Benefits
 - Sustainable event

Lodging/accommodations for extended stay

i.e. small cabins & camping options (tent sites and accommodations for small RV's)

- Features
 - Option for cabin rental or tent camping
 - Shared spaces – restroom/lounge
 - Access to studio/workshop
- Benefits
 - Immersive experience
 - Time

After-sale services will include follow-up, requests for feedback and suggestions, plus discounted rates for the next event booking.

Competition

The primary competition for **this company** will most likely be platforms like AirBnB offering both lodging and experiences; however, they may be a resource and beginning platform as the business evolves in its early stages. A Minnesota-based competitor would be North House Folk School, specializing in education and skill-sharing with an emphasis on sustainability. Along with existing sustainable venues like Paikka and their new venue The Lowlands.

Table 1: Competitive Analysis

FACTOR	This Company	Strength	Weakness	AirBnB	North House Folk School	Importance to Customer
Products	High	x		High	Low (do not offer rental space)	1
Price	Low		x	High	Low	2
Quality	High	x		High	High	2
Selection	High	x		High	Low	2
Service	High	x		Low	High	1
Reliability	High	x		High	High	1
Stability	Low		x	High	High	3
Expertise	High	x		High	High	1
Company Reputation	High	x		High	High	2
Location	High		x	High (Everywhere)	Low (Grand Marais, MN)	2
Appearance	High	x		High	Low	2
Sales Method	Low	x		Low	Low	3
Credit Policies	Low		x	Low	Low	4
Advertising	Low		x	High	Low	4
Image	Low		x	High	High	3

This company will stand apart from the competition by being a “one stop shop” for all things sustainability. From a space to host events, to guided workshops, there is studio space to rent, and accommodations for extended stays.

Mainstream Competitors

This company's mainstream competitors include large, far-reaching organizations like AirBnB and small, local businesses like the North House Folk School. Each of these competitors offer some elements of what **this company** intends to offer, but ultimately have limitations.

Competitor #1 - AirBnB

AirBnB has over 150 million users and 4 million hosts operating 5.6 million listings⁴. An online marketplace, AirBnB connects travelers with rentals and experiences in over 220 countries and has revolutionized travel. Users can rate their stay and experiences through a public-facing review system, they may also leave private feedback for their host.

AirBnB Lodging & Experiences: Each stay or experience is unique to the host and location, so there is not specific sustainability-focused (or vetted) information provided. A vast array of experiences to cater to many different tastes and budgets.

Competitor #2 - Community Centers

Most communities offer spaces to gather, host programming for children, and provide educational experiences, often at minimal price.

Event Space Rental: Space rental for community-run workshops and events. Single use plastics are often used. Often city or county owned and operated facilities that are paid

for with taxes. Single use plastics often used for these events and budgets are usually slim. Waste is picked up by city waste management.

Competitor #3 – Barn/Farm Event Centers

There has been an uptick in barn weddings in recent years. Plus, with the Covid-19 pandemic, many event hosts look to offerings that include both indoor and outdoor spaces to gather.

Event Space Rental: Choosing a venue for an event speaks to the event itself, those planning it, and the general experience of the guests. Selecting a barn or a farm to host an event shows that the event is to be connected with nature, yet not all barns have facilities for food prep or amenities folks may prefer for more elegant gatherings.

Sustainability Focused Competitors

Sustainability Focused Competitors are any competitor that highlights sustainability within their ethos, including educational centers and event spaces.

Sustainability-Focused Competitor #1 – Paikka – Located in St. Paul, Minnesota, Paikka is an event space that hosts arts performances, makers markets, and most commonly weddings. Paikka has a Sustainability Program for weddings offering a pre-approved list of vendors.

Cost: 12-hour rental, \$3,000-8,000 for 200 guests. 10% discount for using pre-approved vendor list

Website: paikkamn.com

Sustainability-Focused Competitor #2 – North House Folk School – Located up the north shore in Grand Marais, Minnesota, the North House Folk School was established in 1997 and offers a variety of courses throughout the year with a focus on traditional

craft. As a 501(c)(3) nonprofit, the focus of this school is cooperative learning, so the primary focus is on teaching and learning crafts rather than hosting events like weddings and reunions.

Cost: \$200+ for 1-3 day in-person workshops, \$65+ for online sessions

Website: northhouse.org

Competitive Field Summary

<p>Strengths</p> <ul style="list-style-type: none"> • Unsaturated market • Community building • One-stop shop • Passion • Variety 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Physical location • New venture without backing of firms like AirBnB to tap into visibility • Not yet recognized or established
<p>Opportunities</p> <ul style="list-style-type: none"> • Sustainability focus • Ability to influence across a variety of industries • Collaboration • Building community and connection 	<p>Threats</p> <ul style="list-style-type: none"> • Wide array of offerings may be difficult to manage • Challenges getting started/gaining visibility • Gathering new clientele • Establishing credibility

Customers

Customers include community members, activity attendees, wedding party and guests, instructors, and professionals (individual and teams). We expect our primary customers to be in the 21-49 year old range, recent college graduates to working professionals. Retirees may also be a subgroup of folks interested in workshops and planning events

for reunions and their children as they plan their own marriages, birthdays, and bridal/baby showers.

The target customers will have some expendable income and are expected to be in the low to middle income brackets. They will primarily be in the Midwest, most commonly in Minnesota or Wisconsin. We will target both event hosts and vendors within the events industry.

Persona #1: Event Host(s)

An event host could be a couple planning their wedding, family members hosting a family reunion, or parents hosting a graduation or birthday party for their child.

Alex and Maria are a couple in their early 30's planning their wedding and want to minimize the waste they accumulate during their event. They are unsure how to find and effectively communicate with vendors to ensure these desires are achieved. Alex and Maria both take pride in living a fairly minimalist lifestyle and want to ensure their wedding guests have a wonderful experience while offering them more opportunities to connect with each other and fewer single-use "things."

- Age: 18+
- Gender: All
- Location: Minnesota
- Income level: Inclusive
- Social class or Community: Inclusive
- Occupation: Inclusive
- Education: Inclusive
- Area of Interest: Desire to plan an event with minimal environmental impact, with a focus on people and shared environment

Persona #2: Workshop Attendee

A workshop attendee could be anyone who is interested in learning more about a specific craft, business opportunity, or someone looking to expand their skillsets.

Olivia loves expressing their creativity through many mediums and noticed a wreath-making activity hosted by a local florist they follow on social media. Olivia is a recent college graduate and looks for opportunities to make décor for their apartment rather than buy new and this activity looked like a great way to decorate for the upcoming holiday season.

- Age: 18+
- Gender: All
- Location: Minnesota
- Income level: Inclusive
- Social class or Community: Inclusive
- Occupation: Inclusive
- Education: Inclusive
- Area of Interest: Only purchases second hand or hand made. Supports local businesses.

Persona #3: Office Manager

An office manager may rent the space to facilitate team building activities for the staff at their firm.

Michael was tasked by his supervisor to find a location for a week-long company retreat. He identified **this company** as a great option as it offers both indoor and outdoor space, plus amenities that will allow the team to collaborate and connect outside of the office. He is also hopeful that by working with **this company's** sustainability guidelines the team will adopt them for use upon return to their daily routine.

- Age: 18+
- Gender: All
- Location: Minnesota/Wisconsin
- Income level: Inclusive
- Social class or Community: Inclusive
- Occupation: Inclusive
- Education: Inclusive
- Area of Interest: Connection and team building.

Customer Summary

Customer backgrounds will vary, but there will be an overarching theme of interest in learning more about sustainability and incorporating these learnings to daily life outside of **this company's** event space.

Niche

The niche for **this company** is those who are interested in living more sustainably and finding meaningful ways to learn about and incorporate these habits into their daily lives.

- Sustainable living
- Waste management
- Local economic support
- Understanding local ecology

Strategy

Make sustainability approachable, beautiful, and accessible. Approach it holistically, incorporating environment, community, and collaboration in each space and event.

Promotion

Use of social media and collaboration with local sustainability-focused brands and resources. Connect with educational groups, schools, and community centers. Connect with local businesses. Paid advertising. Email campaigns. Attend events and conferences to make additional connections.

- Social media: Facebook, Instagram, LinkedIn, Pinterest
 - Ads: Paid ads on social
 - Collaborative posts / trades / giveaways
- Email campaigns
 - Email list, benefits for returning customers. A membership?
- Networking / word of mouth

Brand Image: Trustworthy, reliable, approachable. To establish brand logo and design, collaborate with friends with graphic design experience / offer trade and shout-out/sharing on social media and website credit. There will be minimal paper resources used, but some print materials may be necessary. If so, find a local printer that can accommodate. Interior design will be collaborative as well.

Promotional Budget

An annual budget will be set for the above list in time, but to get started trades, networking, and unpaid social media will be the main forms of advertising. A long-term plan will be established after the first year of business and approximated at 2-5% of annual revenue.

Pricing

Pricing structure will be dependent upon the service and margin.

- Events (Weddings, Reunions, etc): Modeled on overhead including energy, water use, etc. plus the labor required for the duration of the event. Deposit required.

Event insurance required. Approvals required for vendors outside of approved sustainable vendor list.

- Workshops/Booth Rentals: These events are hosted by **this company**, so there is a smaller rental fee depending on square footage used during a workshop or maker's market.
- Lodging (Cabin stay, camping): Modeled on overhead and need for electricity hookups.
- Day visits: Private or shared rental of studio space, staff needed on site. Membership option for regular use.
- Market: Maker's and artists may sell their art/products in the **this company** market. Option to sell consignment or wholesale.

Pricing is an important component to the success of **this company**. Our pricing will accurately reflect the value that we are providing the guests. For large events and workshops we will require a down payment that will be applied to the event rental. In the event of cancellation, there will be a fee within a specific time frame from the scheduled event date.

Proposed Location

This company will require 5-10 acres of land to offer enough space to accommodate cabins and camping options, a small number of animals, plus close access to areas for other outdoor activities like hiking. It will be situated within 1 hour from the Twin Cities in Minnesota (or within 1 hour from a metro area in another state). Location is important for those who aren't used to leaving the city and those who want to be far enough away, yet close enough for a fairly short commute. Closer to a city would be preferred, but in order to offer the amenities and the immersive experience in nature, the location will likely be 50 miles or more from the city limits. There will be parking on-site and vetted transportation services will be included in our list of pre-approved vendors. There may

be competitors nearby, such as community centers, but most do not offer the variety of services as [this company](#).

Distribution Channels

Booking/reserving the event space will take place through [this company's](#) website. Our social media accounts will also link with our booking page on our website.

Sales Forecast

Best-guest forecast:

- How many events will need to be hosted?
 - Weddings/full-day rentals:
 - Studio rental:
 - Day visits:
- How many monthly members needed?:

Month	Events Booked	Sales Goal	Year 1 (20)	Year 2 (60)	Year 3 (80)
January	4	\$100,000	\$20,000	\$60,000	\$80,000
February	4	\$100,000	\$20,000	\$60,000	\$80,000
March	4	\$100,000	\$20,000	\$60,000	\$80,000
April	4	\$100,000	\$20,000	\$60,000	\$80,000
May	6	\$150,000	\$45,000	\$90,000	\$120,000
June	8	\$250,000	\$50,000	\$150,000	\$200,000
July	8
September	10
October	6
November	4
December	6

Worst-case scenario forecast:

- How many events will need to be hosted?
 - Weddings/full-day rentals:

- Studio rental:
- Day visits:
- How many monthly members needed?:

Month	Events Booked	Sales Goal	Year 1 (10)	Year 2 (30)	Year 3 (60)
January	4	\$100,000	\$10,000	\$30,000	\$60,000
February	4	\$100,000	\$10,000	\$30,000	\$60,000
March	4	\$100,000	\$10,000	\$30,000	\$60,000
April	4	\$100,000	\$10,000	\$30,000	\$60,000
May	6	\$150,000	\$15,000	\$45,000	\$90,000
June	8	\$250,000	\$25,000	\$75,000	\$150,000
July	8
September	10
October	6
November	4
December	6

Operational Plan

Daily operations of **this company** include morning planning sessions for upcoming programming, connecting with vendors, scheduling events, networking, and developing content for social media and email campaigns. Other tasks such as set up, take down, and cleaning will be scheduled based on the event calendar.

Implementation Framework

THE LIVING PRINCIPLES: Four Streams Of Integrated Sustainability

ENVIRONMENT: Actions and issues that affect natural systems, including climate change, preservation, carbon footprint and restoration of natural resources.

Behaviors

- Practicing sustainable ways of living – showing and sharing that it’s easier than guests may think. Adoption of these habits.
- Making sustainable living desirable and attainable. Providing resources and acting as a tool of reference.

Creation

- Collaborative nature of the business encourages connectedness.
- A place to gather, share, and learn.

Durability

- Utilize regenerative power sources.

- Host workshops on how to design (things or a space) to ensure they last.

Disassembly

- Operate in cooperation with the local environment

Supply chain

- Focus on locality.
- Empower local artists, business owners, etc.

Waste

- On-site compost. No single-use plastics. Keep waste minimal! Waste that is accumulates must provide a benefit to the ecosystem.
- Efficient use of renewable resources.

PEOPLE: Actions and issues that affect all aspects of society, including poverty, violence, injustice, education, healthcare, safe housing, labor and human rights.

Impacts

- Team members will be provided fair wages and benefits.
- Offer membership opportunities for underserved individuals. Scholarship?

Conflicts

- Transparency.

- Encourage frequent crowdsourced feedback to stay ahead of concerns

Desirability

- As a place to create and grow, encourage playfulness and joy.

Need / use

- Accessibility.

Long view

- Community-building.
- Destination for events and one-stop shop for sustainability.

ECONOMY: Actions and issues that affect how people and organizations meet their basic needs, evolve and define economic success and growth.

Systemic view

- A place to connect and share.
- A staple destination for the community.

Metrics

- Return customers/guests. New guests (M/M, Y/Y)
- Referrals.
- Bookings (M/M, Y/Y)
- Energy usage.

Benefits

- Membership.
- Reliable.
- Resources.

Transparency & truth

- Annual reporting.
- Consistent guest feedback.

Waste=food

- Use secondhand when possible. Facilitate second-hand events.
- Compost on-site to use in gardens.

From product to service

- Affordable, sustainable event space, making it easy to host “better” events.

CULTURE: Actions and issues that affect how communities manifest identity, preserve and cultivate traditions, and develop belief systems and commonly accepted values.

Visions

- Offering the tools to guests to live, share, celebrate and create more sustainably

Meanings & reactions

- Encourage connection and intentionality around gathering.

A systemic view

- Provide a space to share and learn about sustainability.

Diversity

- Connect with diverse groups and offer a place where all people feel welcome.

Production

A one-stop shop, this company offers several components which make it a reliable and desirable as a destination for both the local community and those traveling from afar. Standards of customer service must be consistent and friendly. Resources used must be renewable or compostable – they must offer a benefit.

Location

The location will require several components to be successful: land, shelter, renewable resources, and must be accessible (ideally within one hour from the Twin Cities, or other metro area).

- Nature: land must offer a variety of ecosystems (field, water, trees) and have proper zoning if building is necessary. 5-10 acres (minimum). Hiking trails nearby.
- Shelter: there should be buildings on site – the community space for events, kitchen area, restrooms, studio space. Ideally there will also be cabins for overnight/extended stays. LEED renovation?
- Renewable resources: wind? Solar?
- Accessibility: must be accessible by vehicle and offer accommodations for those who need it.

Access

Ideally, this company will be started on an existing property, possibly a campground with buildings, plumbing, and electric already in operation. It should be within one hour from the Twin Cities or a metro area. There should be access for vendors and guests alike. Regular guest access available (with membership or rental fee).

Cost

The initial costs of running **this company** will be put toward the design and any renovations needed to ensure the physical space represents the unique vision of the business. Much of this will not require consistent funds, instead the initial investment will be quite large, while the facility itself will run with a lean staff to ensure the most efficient use of capital.

Estimated costs are as follows:

Physical Structure/Land: \$500,000

Renovations: \$50,000-100,000

Website: \$395/year

Insurance: unsure, will need to do more research here.

Customer Service: \$35,000/year

Cleaning Service: contract

Legal Environment

Building permits and zoning will be needed along with event insurance. Assessment whether the buildings may be LEED certified will be another target, but could be dependent on the age and structural integrity of the existing structures. Further research will need to be done in this category.

Personnel

Volunteers, trades, and/or work-stays may apply in the beginning, but most of the work would fall on the company owner. Once established, this company will require roles in the following capacities:

- Cleaning: dependent upon size and type of event, contract
- Staff on-site for lodging/studio rental: 1/shift
- Workshop hosts/Event hosts/Vendors: 1-3/event

Team members will be paid hourly and will be recruited first using word of mouth and networking and job postings on our website and social media accounts. All staff will be trained on site and will be vetted to ensure they are committed to upholding the standards of upkeep, customer service, quality, and environmental conscientiousness that we require.

Inventory

Required inventory will include furniture/tools for shared use, yet furniture will be minimal to focus on the event experience. The furniture will be carefully selected based on its form and function and fit intentionally within the space. Cleaning supplies will also be needed and furnishings for cabins/accommodations will be introduced by year 5. It will be the intent of **this company** to purchase only previously-owned furnishings.

Suppliers

Suppliers will most likely be energy resources like the local Excel Energy who offer wind energy solutions and/or a private solar company like All Energy Solar located in St. Paul, Minnesota.

Excel Energy: <https://my.xcelenergy.com>

All Energy Solar: <https://www.allenergysolar.com/>

Credit Policies

This company will not accept payment on credit. We accept payment via credit or debit cards, ACH, or wire transfer. No other payment methods are accepted. Down payments hold event dates for respective events. These down payments may be put toward the event cost or kept as a security deposit and returned after the event, provided no damages were noted upon inspection. Credit card fees will be added to the cost of the rental if that is the chosen payment method. Memberships may be set up with a recurring payment for ease.

Management and Organization

This company is a small organization owned and operated by an individual, managing the day-to-day business. Especially in the initial stage, this person will be responsible for most of the daily tasks, networking, and development in collaboration with their network. The owner's husband will function as a support staff and become sole proprietor in the event of the owner becoming incapacitated.

Professional and Advisory Support

Contracted support staff would include the following:

- Legal advisor/attorney
- Accountant
- Insurance Agent
- Banking
- Web Design

Start Up Expenses and Capitalization

Primary expenses for **this company** will come with the initial property investment plus necessary renovations, initial website, and legal advice. These initial costs are estimated based on an actual property in central Minnesota offering the basic amenities this experiential event space would require.

Start-up Expenses

The initial property investment for **this company** is estimated to be \$550,000. This includes 20 acres of land, barn and outbuildings, equipment, water windmill, solar panels, and an established business hosting tent camping. Renovations (of cabin and existing buildings) are estimated to cost \$50,000. Cost for initial website build would be \$2,000 for a basic, starter website. Legal consultation **This company** would also utilize their network and offer a trade for services of equal value.

Capitalization

This company would get its start as an LLC with primary ownership to an individual and their business partner (split TBD). Support and financing may come in a variety of forms including grants, tax credits, and crowdfunding.

Personal Financial Statement

Assuming this business-owner has the funds for the start-up, disclosure not required for this assignment.

Financial Plan

Take a closer look at Bplans: [Vineyard Bed & Breakfast](#) and [Membership Social Events Business Plans](#) as comparative tools, [this company](#) would see NET profit in year two. It's important to compare these two financial plans as there are important components of each that would be imbedded in [this company's](#) business.

12-Month Profit and Loss Projection

Rough estimates for sales, COGS, expenses, and profit M/M for one year.

Initial costs: \$600,000

Sales: Primarily dependent upon memberships and events.

Includes event space rental (\$3,000-7,000 depending on day and duration), membership for space use (\$50 monthly, \$250 for 6 months, \$500 for a full year) – membership structure based off of similar organizations like the Twin Cities Maker⁵ membership plan.

P&L will vary over the course of a year due to an influx of larger events and camping in the summer.

Expenses: \$35,445 in the first year.

Staffing during “open studio” hours, event staffing, cleaning and groundskeepers, utilities, web maintenance/social presence, etc.

Net Profit: -(\$27,964) in year one, year two \$10,726. It would take several years to get out of debt, but to ensure the success of this business, additional grants and funding will be pursued.

Ultimately, this may be a failed business, but additional research will be pursued before giving up on the financial viability of this business. The short timeline to create this business plan left room for research for additional questions and avenues of revenue to explore.

Projected Cash Flow

This company's primary income will come from space rental, so it will be important to make investments in the physical space early on. It will take time to create a solid customer-base and the first five years will be crucial to the success of the business.

Opening Day Balance Sheet

Opening Day Balance Sheet

This Company

Assets

Current Assets

Cash in Bank	\$ 40,000
Inventory	-
Grant	
Other	-
Total Current Assets	<u>\$ 40,000</u>

Fixed Assets

Machinery & Equipment	\$ 5,000
Furniture & Fixtures	-
Leasehold Improvements	-
Real Estate / Buildings	
Other	-
Total Fixed Assets	<u>\$ 5,000</u>

Other Assets

Specify	\$ -
Specify	-
Total Other Assets	<u>\$ -</u>
Total Assets	<u><u>\$ 45,000</u></u>

Liabilities & Net Worth

Current Liabilities

Accounts Payable	\$ 18,000
Taxes Payable	-
Notes Payable (due within 12 months)	-
Current Portion Long-term Debt	-
Other current liabilities (specify)	-
Total Current Liabilities	<u>\$ 18,000</u>

Long-term Liabilities

Bank Loans Payable (greater than 12 months)	\$ -
Less: Short-term Portion	-
Notes Payable to Stockholders	-
Other long-term debt (specify)	-
Total Long-term Liabilities	<u>\$ -</u>

Total Liabilities	<u><u>\$ 18,000</u></u>
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Owners' Equity (Net Worth)	<u>\$ 27,000</u>
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* Note this section will be revisited, revised, and completed at a later date.

Break-Even Analysis

A break-even analysis for this company will require additional time and research. Unfortunately, this data will not be provided at this time.

* Note this section will be revisited and completed at a later date.

NEXT STEPS

This company is currently seeking a parcel of land with existing buildings, either a former campground or farmstead to renovate for future sustainable events. This company also seeks funding via grants to cover renovation costs and initial overhead while the business is established.

* Note this section is planned to have an update to round out the project and provide more information on the situation-target-proposal points below.

Situation-Target-Proposal

Situation: Evaluate the current situation and how it came about.

Target: Define goals/objectives (sometimes called ideal state)

Path/Proposal: Map a possible route to the goals/objectives

Works Cited

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