



**VALOR RETREAT**

**Veterans  
Are  
Loved  
Owed  
Respected**

## **EXTRACT**

*“At VALOR Retreat, we seek to help these combat veterans, especially in Ohio, through the transition process by offering them up to a week-long stay at our cabins in Hocking Hills, Ohio, free of charge...”*

## CONFIDENTIALITY AGREEMENT

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The **VALOR Retreat** Business Plan's undersigned reader acknowledges that the information provided is completely confidential. Therefore, the reader agrees not to disclose anything found in the business plan without the express written consent of the VALOR management.

It is also acknowledged by the reader that the information to be furnished in this business plan is in all aspects confidential in nature, other than information that is in the public domain through other means, and that any disclosure or use of the same by the reader may cause serious harm and or damage to **VALOR Retreat**.

This business plan document will be immediately returned to the management upon request.

This is a business plan. It does not imply an offer of any securities.

Any applicable federal law shall govern this contract in the United States of America.

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*Signature*

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*Printed Name*

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# 1 INTRODUCTION AND BACKGROUND

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Suicide among combat veterans is a continuing concern to both the US government and the citizen community. “An estimated 7,057 service members have died during military operations since 9/11, while suicides among active duty personnel and veterans of those conflicts have reached 30,177 — that's more than four times as many.”“...the rate of suicides among active duty service members and post-9/11 veterans is outpacing the suicide rate of the civilian population...”“The only other time that has occurred was during the Vietnam War, ... military suicide rates during previous conflicts have even been lower than those of the general population.”<sup>1</sup>

A significant risk factor for the increased suicide among veterans is the difficulty of “reintegration into civilian society. Leaving the service for civilian life is akin to immigrating to a new land. Your previous identity, language, habits, and history become largely irrelevant. You have to start over, learn a new culture, and establish a new identity and community. This can be highly stressful and disorienting.” “While the culture lauds and hails as heroes those who enlist and go to war, it tends to suspect and stigmatize those who return, viewing them as cultural “others,” dangerous, or broken—not unlike how we regard immigrants. Without a feeling of belonging, and as their struggles increase their sense of being a burden to others, veterans may enter a downward spiral leading to depression and elevated suicide risk.”<sup>2</sup>

VALOR Retreat, a nonprofit organization, seeks to help these combat veterans, especially in Ohio, through the transition process. By offering them up to a week-long stay at our cabins in the Hocking Hills, located in Logan, Ohio...” we will allow them to escape their normal hectic lives, meet with other veterans with similar concerns, and reconnect with their families, all in a quiet natural setting. Because we are a nonprofit organization, we can do this at no cost to the veterans we will be serving.

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<sup>1</sup><https://www.npr.org/2021/06/24/1009846329/military-suicides-deaths-mental-health-crisis>

<sup>2</sup><https://www.psychologytoday.com/us/blog/insight-therapy/202107/why-are-us-soldiers-killing-themselves>

VALOR Retreat has a 22-acre farm upon which there will ultimately be eight (8) private, 1st class cabins to host families for up to 1 week. We will begin the project with (2) cabins and



build more as time and finances permit in order to increase the number of veterans served yearly. To us, it is the perfect way to show our gratitude to these gallant veterans for their selfless service to our country.

Every year (starting with two cabins), we will use these cabins to show gratitude and appreciation to at least 50 veterans, their families, Gold Star families.

The Veterans we will serve will be able to experience nature's beauty and disconnect from the physical world. Thus, our cabins will be a solution and the perfect place for veterans to see the best of all worlds: views, nature, comfort, and easy exploration, all at no cost. Hocking Hills is the location of our cabins surrounded by 9 State Parks and Forests which are a great getaway into the world of peace that nature offers.

In addition, in the longer term, VALOR Retreat will use its horse barn and pasture facilities



to partner with existing organizations that provide equine therapy to combat veterans in an effort to assist those with deeper issues in the transition process.

## **2 OUR MISSION AND VISION**

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At Valor Retreat, our mission is to thank Ohio combat veterans by providing a place to unwind and enjoy themselves away from the stress of post-service life. We want to help them get away and recharge in our cabins that provide beauty and comfort. We will do this by providing free housing for combat veterans looking for a perfect chance to disconnect from the rest of the world, reconnect with their families, and enjoy mother nature.

Our Vision is to have a facility of eight cabins, a lodge, and a horse barn all in use throughout the year helping combat veterans recover from the horrors of armed conflict.

## **3 VALUE STATEMENT**

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Valor Retreat will be a responsible and accountable entity promoting openness, integrity, and honesty in all its activities. We will promote innovation to meet challenges and foster a collaborative environment. Valor Retreat will ensure a dynamic operational structure by continuously seeking improvement and concentrating investment where it will be the most useful and enjoy the highest growth potential.

One of the most important qualities of a good non-profit organization is a commitment to customer satisfaction. As such, Valor Retreat will do everything within its power to meet the needs of our clients satisfactorily at all times, and in doing so, we will ensure effective communication between our clients and us.

## **4 AIMS AND OBJECTIVES**

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Our aims and objectives are:

- Site, build, and operate up to eight (8) cabins for use by Combat Veterans free of charge.
- Build enhanced programming in the first five years of operation.
- Provide equine therapy for combat veterans as they unwind in our cabins.
- Create strategies for adequate offline and online marketing efforts to maximize the brand's potential.

- Build service offered to a larger population of combat veterans within ten years of establishment.
- Scale our program and service to as many eligible heroes as possible.
- Achieve service efficiency through a friendly and interactive platform and a good overall customer service experience, which will likely impact the size of our client base.
- Establish and maintain a sustainable ground for the success of the organization.
- To adhere to only the highest legal and ethical standards.

#### **4.1 OUR SOCIAL CORPORATE RESPONSIBILITY IN ACTION**

At Valor Retreat, we understand that our decisions and the methods by which we engage our key stakeholders affect not only our organization but also the communities and the environment that support our lives and the veterans and Gold Star families that we serve. With this firm knowledge and a determination to ensure that our efforts to meet the needs of the present do not deprive future generations of their ability to meet their own needs, our Corporate Social Responsibility strategy demands that we responsibly run our organization while simultaneously ensuring long-term sustainability. We believe that the communities in which we operate should benefit from our presence. We operate an inclusive strategy and encourage our employees to volunteer for community activities that align with our CSR pillars.

#### **4.2 KEYS TO SUCCESS**

We have come to make this organization a successful non-profit as we aim to record huge success within a few years of being active. Therefore, we will work with the following keys to achieve success in our operation.

##### **Commitment**

To be successful, Valor Retreat will be committed to ensuring customer satisfaction. We understand that we must do whatever it takes to keep customers happy and create an environment where customers want to return. This is our responsibility, and we are ready to live by it.



### **Communication Skills**

Effective communication is the key ingredient of every successful organization, especially in the hospitality sector. At Valor Retreat, we will ensure the effective passage of messages to and from our customers using all the right and appropriate channels. Through effective communication, we can identify their needs clearly and cater to them accordingly.

### **Enthusiasm**

Great employees are enthusiastic about their jobs and strive to do their best. They want to give their customers the best experience available. Without the customers, you do not have a job. As such, we will instill the values of enthusiasm in our workforce, which is the major drive for excellent service delivery.

### **Leadership**

Great non-profit organizations have strong leadership skills, can command projects, and significantly contribute to an organization's overall success. The leadership of Valor Retreat is not lacking in tenacity, efficiency, and vibrancy. This is another key to the success of our operations.

### **Organization**

To stay on top of the multitude of tasks that our employees and us will face, we know that we have to be organized. Being organized affords us the ability to multitask without difficulty.

### **Teamwork**

Successful employees in the hospitality industry work well with others. Therefore, at Valor Retreat, we will ensure that all our employees work seamlessly with themselves. We want them to come together to offer services that will boost the progress of the organization. Every employee will be a productive team member.

### 4.3 MODEL CANVAS

<p><b>Key Partners</b></p> <ul style="list-style-type: none"> <li>▪ Donors</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>▪ Offering cabins for free to combat veterans, Gold Star families, and first responders for up to one-week stays</li> <li>▪ Applying for grants and seeking more donations</li> </ul>	<p><b>Value Proposition</b></p> <ul style="list-style-type: none"> <li>▪ Enhancement of the mental awareness of the veterans</li> <li>▪ Opportunity to unwind in an environment that offers beauty and comfort</li> </ul>	<p><b>Customer Relationship</b></p> <ul style="list-style-type: none"> <li>▪ website</li> <li>▪ Social networks: Facebook, Twitter, Instagram, YouTube, etc.</li> </ul>	<p><b>Customer Segments</b></p> <ul style="list-style-type: none"> <li>▪ Columbus</li> <li>▪ Athena</li> <li>▪ Cincinnati</li> <li>▪ Cleveland</li> <li>▪ Ohio</li> <li>▪ The United States</li> </ul>
	<p><b>Key Resources</b></p> <p><b>Human resources:</b></p> <ul style="list-style-type: none"> <li>• VALOR Board</li> <li>• Employee(s)</li> </ul> <p><b>Computer/Technological resources:</b></p> <ul style="list-style-type: none"> <li>• Internet</li> <li>• Mobile phone</li> <li>• Facility</li> <li>• Data</li> </ul>		<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>▪ Website</li> <li>▪ Connection with clients the world over</li> </ul>	
<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>▪ Marketing (mid-level budget)</li> <li>▪ Computer and Mobile phone (High-Level budget)</li> <li>▪ Cabins (High Budget)</li> <li>▪ Data (High budget)</li> <li>▪ Human Resources (High budget)</li> </ul>		<p><b>Revenue Streams</b></p> <ul style="list-style-type: none"> <li>▪ Money from donors</li> <li>▪ Money from grants</li> <li>▪ Fundraising activities</li> </ul>		

## 5 ORGANIZATION OVERVIEW

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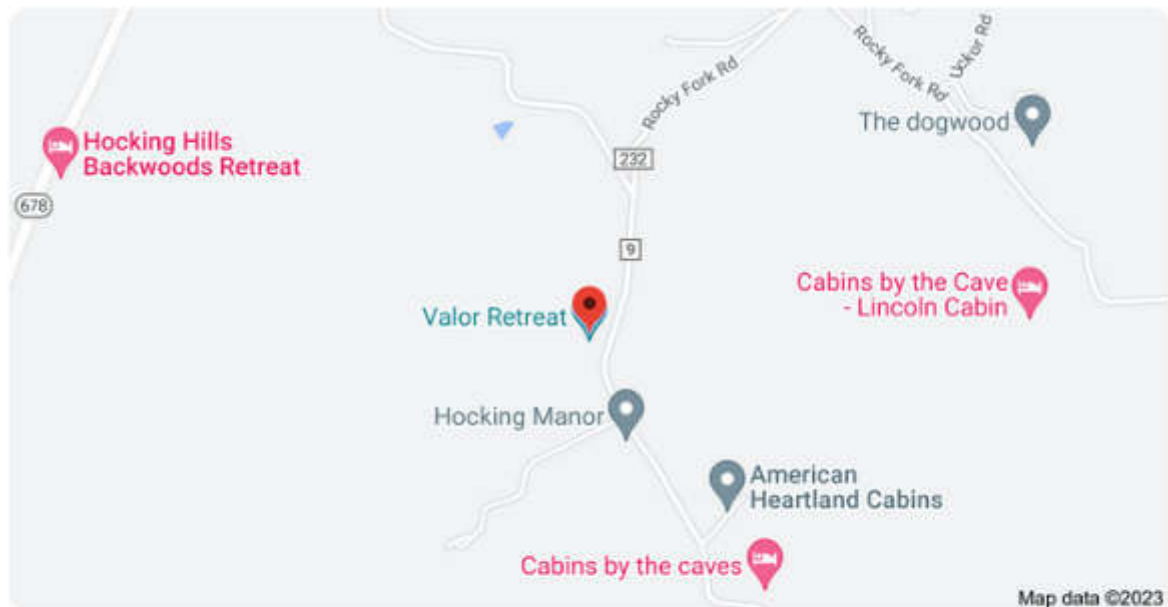
### 5.1 REGISTERED NAME AND CORPORATE STRUCTURE

VALOR Retreat is registered as a 501c3 non-profit in accordance with the corporate laws of the United States of America. The organization has recently commenced operations and will be treated as a start-up in this business plan.

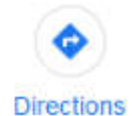
### 5.2 REGULATORY REQUIREMENTS

Valor Retreat will secure all necessary permits and licenses as mandated by the laws and principles of the relevant regulatory bodies in Hocking County, the State of Ohio, and the United States of America to carry out its operations.

### 5.3 OUR LOCATION



**16171 Kreashbaum Rd**  
Rockbridge, OH 43149, USA



Valor Retreat is located at 16171 Kreashbaum Road, Rockbridge, Hocking County, Ohio 43149, United States of America. It is situated less than 1 hour south of Columbus International Airport, on the outskirts of Wayne National Forest. The scenic Hocking Hills State Parks are in the foothills of the Appalachian Mountains. The location is perfect for our

type of operations, and the management is already very familiar with the peculiarities of the organization's location. A lot of individuals in our target markets reside in the city.

***The following are the resources required for the operations of our Organization:***

- Office Facilities
- Cabins
- Computer
- Mobile Phones
- Human Resources
- Horse Barn
- Pasture Land and Paddocks

#### **5.4 DEMOGRAPHIC ANALYSIS OF VETERANS IN OHIO**

Ohio adults who have served in the military account for 7.5 percent of the state's population, the 33rd highest percentage among the 50 states, according to an analysis by the website 24/7 Wall St. Military veterans in Ohio number 680,310, the study based on Census Bureau data found. Among the veterans, 7.2 percent live in poverty, and 676 of them are homeless, according to 24/7 Wall St.

Nationwide, about 20 percent of the 18 million veterans did their service after the 9/11 terrorist acts, while about 33 percent served during the Vietnam era. At the same time, 1.2 million of the veterans live in poverty, and 37,000 of them are homeless, the analysis found.

#### **5.5 ORGANIZATION'S WEBSITE**

The organization's website is [www.valorretreat.org](http://www.valorretreat.org). This allows the organization to attract donors and intimate them about the services offered to the veterans and other targeted groups outside the organization's immediate location in Ohio. However, we can also be contacted through email contact:

- [info@valorretreat.org](mailto:info@valorretreat.org)

#### **5.6 THE FINANCING**

While we are quite sure of the workability of our operational plan and the feasibility of this business plan, it is impossible to bring our desired mission and vision into reality without

adequate funding. Therefore, the organization needs proper financing to launch the commencement of the idea and maintain forward operations. The financing of Valor Retreat is poised to be achieved by granting various funding applications. We are open to investment from interested individuals in the community and look to raise \$325,000 immediately. Right now, nothing has been erected on the land. We must install septic and water well, provide utilities, clear land, and build cabins. All our activities and objectives are divided into three phases:

- Phase One – Build infrastructure(first 5 years)
  - Cabins and service
- Phase Two – Build enhanced programming (following five years)
  - Equine therapy
- Phase Three – Build service offered to a larger population. (10 years out)
  - Scale our program and service to as many eligible heroes as possible.

The funding obtained will be crucial in acquiring and achieving all these.

## 5.7 RISKS AND RISKS AND MITIGATION STRATEGY

Uncertainty is a potential, unpredictable, and uncontrollable outcome; the risk is an aspect of action taken despite uncertainty. Risks come in the way of organizations, and ours isn't an exception. The following table analyses the possible risks and the mitigation strategies adopted by the organization:

TYPE OF RISK	RISK	• MITIGATING STRATEGY
<b>COMPETITIVE RISK</b>	Declining donations due to the actions of other non-profit organizations with similar model	<ul style="list-style-type: none"> <li>• Investment in intelligence tools, e.g., social media monitoring</li> <li>• Offer superior services that will build loyal clients</li> <li>• Implement effective marketing strategies to attract clients</li> </ul>

TYPE OF RISK	RISK	• MITIGATING STRATEGY
<b>DIGITAL PLATFORM RISK</b>	Technical breakdown of the organization's platform	<ul style="list-style-type: none"> <li>• Low recommended servicing and maintenance schedules</li> <li>• Have a contract with a tech organization that offers 24/7 maintenance service</li> <li>• Train employees on essential maintenance and employment of in-house tech expert</li> </ul>
<b>COMPLIANCE RISK</b>	An organization faces exposure to legal penalties, financial forfeiture, and material loss when it fails to act following market laws and regulations, internal policies, or prescribed best practices.	<ul style="list-style-type: none"> <li>• employee training and refresher courses</li> <li>• Seek legal advice on new legislation, market-specific regulations</li> <li>• Create a quality assurance team</li> <li>• Implement more quality and safety checks</li> </ul>
<b>CASHFLOW</b>	Insufficient funds to meet financial obligations	<ul style="list-style-type: none"> <li>• Improve cash flow management</li> <li>• Review costs</li> <li>• Accountancy software use/replacement</li> <li>• Careful use of long- and short-term financing</li> </ul>

### 5.7.1 Operational Risk Management

- ❖ Compliance with Non-Disclosure Agreements and fulfilling contractual commitments

- ❖ Compliance with all county, state and federal laws and regulations
- ❖ Respecting all pre-existing contractual agreements
- ❖ Timely and accurate payments of sales taxes and federal income tax filing
- ❖ Controls to mitigate internal theft, embezzlement, and poor employee performance
- ❖ Establish legal resources to draft contracts, defend the organization in litigations, and comply with all applicable state and federal laws.

## **6 PRODUCTS AND SERVICES ANALYSIS**

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### **6.1 DESCRIPTION**

It is hard, if not impossible, to want to enjoy the peace of nature or disconnect from the physical world for an extended period in an affordable setting in a hotel. We want our combat veterans to experience all this and more. Few understand the total sacrifice of these brave men and women, along with their families.



This is why at VALOR Retreat we are dedicated to serving them. We aim to provide a first class cabin to them to help these Ohio veterans eliminate the challenges associated with traditional accommodation outlets. We will offer them up to weeklong stays at no cost. They can spend time in any of our cabins and hike nature trails or visit nearby parks to enjoy the scenic and comfortable atmosphere of the Hocking Hills area.



## 7 MARKET ANALYSIS

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### 7.1 MARKET OVERVIEW

A complex network of beneficiaries, funders, competitors, and collaborators surround nonprofits and foster their success or facilitate their decline. Leadership has a responsibility to understand who the important actors are, how quickly changes in the market occur, and how volatility will impact the organization's operational model and long-term sustainability.

The environment in which nonprofit organizations operate seems constantly in flux. Shifting political landscapes and funder priorities have led to calls for more collaboration and mergers, "collective impact," and self-sustaining nonprofits. Add to this the changing needs of constituents and demographic shifts affecting both constituents and donors, and it is easy to see how nonprofit leadership can be overwhelmed when thinking about their community.

A holistic view of a nonprofit's market also needs to include more than just the constituents who benefit from and fund an organization's efforts. A nonprofit's market also consists of other for-profit, nonprofit and public organizations working side-by-side, including those whose approaches differ and who compete with the organization for resources, talents, and impact. Likewise, an organization's mix of programs, effectiveness, and sustainability can be influenced by the availability of skilled labor and the political and social environment.

### 7.2 COMPONENTS INSIGHTS

- Direct beneficiaries of Valor Retreat's programs across the community of interest
- Indirect beneficiaries are families and friends of beneficiaries, companies that share the same belief with Valor Retreat, small businesses in the host community, and others.
- Other organizations that are domiciled in communities where Valor Retreat is operating
- Nonprofits compete for human capital every day in the form of staff, volunteers, and board members, therefore labor market is part of the nonprofit components
- Philanthropic and public funding are both subject to influences of political and social trends, which can dramatically influence an organization's ability to accomplish its mission.

### **7.3 CHALLENGES FACING NON-PROFITS**

According to a survey conducted by a statistics organization, there were a few challenges that were facing the non-profit industry. The stress continued to be a challenge for employee retention, with one in seven charities under “high stress” and one in three under “some stress.” Although stress levels had stayed the same, the cause of the stress was shifting, marking a growing correlation between high stress and projections of growing demand. The number of charities facing difficulties had gone down slightly and optimism toward future goals was up.

These factors would result in labor and skill shortages in the non-profit industry, and with limited financial means, it could be difficult to retain skilled employees. Solutions to this projected challenge included partnerships with similar organizations, the development of training programs, and the preparation of a comprehensive human resources strategy<sup>3</sup>.

### **7.4 THE NON-PROFIT TARGET MARKET**

Nonprofit organizations are vehicles for community engagement – groups of individuals coming together to make their community a better place. However, when it comes to setting strategy, nonprofit leaders often don’t consider all the aspects of the community that influence their ability to achieve the mission. Nonprofit markets are more complex than for-profit markets because the payers for programs are typically different than the consumers of the programs or services. A strategic imperative of leadership is to be continuously ready to adapt to changes in the market. To do so, leaders must understand not only how their programs deliver impact and financial viability, but also how the market is influencing their programs' ability to do so.<sup>4</sup>

### **7.5 TARGET MARKET**

Valor Retreat has identified its target market, as philanthropists, religious organizations, private individuals, groups, and communities who want to donate and give back to the community.

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<sup>3</sup><https://sba.ubc.ca/blog/industry-overview-nonprofits-0>

<sup>4</sup><https://spectrumnonprofit.com/wp-content/uploads/2018/06/Community-Influences-Understanding-Nonprofit-Markets.pdf>

## **8 PORTER'S FIVE FORCES ANALYSIS**

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Porter's Five Forces is an analysis model that helps to explain why different industries can sustain different levels of profitability. The model is widely used to analyze an organization's industry structure and corporate strategy. Porter identified five undeniable forces that play a part in shaping every market and industry. The forces frequently measure an industry or market's competition intensity, attractiveness, and profitability. These forces are:

### **8.1 THREATS OF NEW ENTRANTS**

Being a startup, we know that the journey ahead won't be smooth at the beginning. However, this will only be for a short period as we already understand the terrain as a non-profit. We are embarking on thorough marketing and advertisement schemes to further familiarize the face of our organization with our target market, thereby creating a seat for us among the industry's big boys.

### **8.2 THREAT OF SUBSTITUTES**

As it stands, the threat of substitutes to our organization is relatively LOW. This is not to say it is non-existent. While there are organizations that provide the exact same services that VALOR intends to provide, they are located some distance from us and there are more than enough veterans in our area who would find our services useful.

### **8.3 COMPETITIVE RIVALRY**

The industry is filled with many players, especially within the American space, and these are mostly hotels. Therefore, it is safe to say that competitive rivalry in the industry is existent and HIGH. Nevertheless, we are well-equipped to beat possible threats because our cabins are offered for free. We don't collect any charge from the combat veterans that we serve.

### **8.4 BARGAINING POWER OF BUYERS**

We are a nonprofit establishment, so we don't charge for our services. Therefore, we cannot say we have buyers in the traditional sense. We have no plan to include these charges but rather to increase the quality of our services as contained in this business plan.

## **8.5 BARGAINING POWER OF SUPPLIERS**

Our ability to constantly supply our customers with our services will largely define us. We will be efficient and diligent in delivering our services to clients.

# **9 SWOT ANALYSIS**

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## **9.1 STRENGTH**

Our greatest strength as an organization is tied to our social involvement. We are not profit-oriented. The founder has been working tirelessly, helping and investing many hours, weeks, and months of his free time to see this vision come to pass. He, along with the members of the team, is committed to mission of the organization and would always do all it takes to ensure the organization's vision is achieved. This passion will allow us to sell what we have with great authenticity as we genuinely all believe in what we are doing. The organization is also well poised to generate a strong online presence, instantly created by our website and social media pages, Valor Retreat is well positioned in a community with the right demography and we know we will attract loads of donors from the first day we open our doors for operations.

In addition, most of the VALOR Board are veterans themselves who recognize the importance of the sacrifice that veterans make and are committed to ensuring their continuing welfare.

## **9.2 WEAKNESS**

As a new organization in Ohio, it might take some time for our organization to break into the market and gain acceptance, especially from top profile clients to subscribe and donate to our services.

## **9.3 OPPORTUNITIES**

No doubt, the opportunities in the industry are massive considering the number of individuals, start-ups, and corporate organizations that would want to stand with us on our various campaigns. Similar organizations exist in the United States and are successful which demonstrates that our business model can be successful. In addition, the number of combat veterans in need of assistance means that we have the opportunity to work along side veterans and other veterans-related groups to accomplish our mission.

## **9.4 THREAT**

Some of the threats that we are likely going to face as a start-up organization operating in Ohio are unfavourable government policies that might affect organizations such as ours, the arrival of a competitor within our location of operation and global economic downturn which usually affects both fundraising success and spending/purchasing power especially as it relates to the kind of services we offer.

# **10 STRATEGY AND IMPLEMENTATION SUMMARY**

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## **10.1 FUNDRAISING**

Through the use of grant requests and fundraising events, VALOR Retreat will raise the necessary fund needed to build and operate a facility as described above to serve combat veterans on an ongoing basis. Fundraising events are useful but will not by themselves get VALOR where it needs to be to be successful. VALOR must identify and pursue grants from charitable entities in order to be successful.

## **10.2 SITE, BUILD, AND OPERATE CABINS AND A LODGE**

This strategy is to create the facility needed to serve combat veterans. Cabins will be sited and built as funding permits. As cabins are built, they will be placed in service allowing veterans to begin using them immediately. After four (4) cabins are built, the feasibility of erecting a lodge for use as a meeting place and to serve meals will be studied and, if recommended, the lodge will be built. Upon completion of the lodge, if recommended, four (4) more cabins will be built and placed in service as completed.

## **10.3 EQUINE THERAPY STRATEGY**

Upon the completion of four (4) cabins, VALOR will undertake working with outside expert organizations to utilize the horse barn to provide equine therapy to veterans who need more help than a stay in a cabin can provide. Equine therapy has proven effective in treating veterans who have PTSD and are having more difficulty adjusting to civilian life. This will require discovering and working with outside organizations who specialize in providing equine therapy and can provide the human and equine resources to conduct the therapy at the VALOR facilities.

## **10.4 MARKETING STRATEGY**

The marketing strategy that will be adopted by VALOR Retreat will entail more of digital strategies rather than contemporary marketing. Ideally, the following channels will be used for the marketing of the brand as the research has shown that these are the most effective channels.

- Facebook Page
- Instagram Handle

The organization's website is very germane to the organization's service offering. Creating a link and connecting the Facebook page and Instagram handle to the website will serve as lead generators to make people visit the VALOR Retreat website.

### **10.4.1 Facebook Strategy**

Facebook would be very effective in marketing to our target audience because they can easily segregate clients by their location, gender, and age on Facebook. The Facebook content will also be advertised at regular intervals. Our target audience, which is active online, is in the range of 12-65. The focus will be on females and males both equally because they are equally interested in donating to our programs.

There are many types of Facebook content that we may use such as posts, photos, videos, and stories. Posts with images drive about 2 times more engagement, and hence all our posts will be with a relevant photo. The design language of the photos will be kept consistent according to the branding brief provided in the branding strategy section. There will be a logo of our website in the corner of every photo we share, and all text photos will have minimal designs.

### **10.4.2 Instagram Strategy**



Our Instagram handle would be very effective in giving our website a professional outlook and also as a landing page for our advertisements and informal communication with our target audience. The reach of our Instagram content depends heavily on the choice of our hashtags. Twitter can be used as an accurate guide for knowing trending hashtags locally in each of her target markets according to the issues that are under debate on a particular day off during a week.

## **10.5 MILESTONES**

The accompanying table lists our organization 's milestones, including dates, management responsibility, and budgets. The milestone schedule indicates our emphasis and expectations from the organization as well as outlining our plans.

What the table doesn't show is the commitment behind it. Our business plan includes complete provisions for plan-vs.-actual analysis, and we will hold monthly follow-up meetings to discuss the variance and course corrections.

**Table: Milestones**

<b>Checklist</b>	<b>Progress</b>
 Organization Name Availability Check	Completed
 Organization Registration	Completed
 Opening of Corporate Bank Accounts:	Completed
 Opening Online Payment Platforms	In Progress
 Application for license and permit	In Progress
 Purchase of Insurance for the Organization	Completed
 Conducting Feasibility Studies	Completed
 Writing of Business Plan	Completed
 Design of the Organization's Logo	Completed
 Graphic Designs and Printing of Packaging Marketing / Promotional Materials	In Progress
 Recruitment of employees	In Progress
 Creating an Official Website for the Organization	In Progress
 Creating Awareness for the organization both online and social platform	In Progress

## 11 MANAGEMENT SUMMARY

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### 11.1 DESCRIPTION

The management of the affairs of Valor Retreat currently rests on the following members of the VALOR Retreat Board of Directors:

<b>Name</b>	<b>Portfolio</b>
<b>Larry Teichman</b>	Founder and Director
<b>Damon Kuhn</b>	Board President
<b>Don Jacobson</b>	Board Treasurer
<b>Jean Williams</b>	Board Secretary
<b>Joe Sontich</b>	Legal Advisor
<b>Devin Wilgus</b>	Director and VA Contact

<b>William Hoag</b>	Director
<b>G Drew Rolston</b>	Director& Legal Advisor
<b>Stephen Proctor</b>	Director
<b>Ron Webb</b>	Director
<b>James Hogan</b>	Director
<b>Andrew Vita</b>	Director
<b>Sydney Kilbarger</b>	Director & Asst. Treasurer

## 12 FINANCIAL PLAN

The following section contains the financial information for **Valor Retreat Inc.** Tables and charts show annual projections for the first five business years.

### 12.1 STARTUP ANALYSIS

Below is an estimate of the cost to build the first two cabins along with all of the necessary infrastructure to support the two cabins:

<b>Valor Retreat, Inc</b>	
<b>Startup (Construction) Expenses</b>	<b>Cost</b>
<b>Site, design, and install cabins (2)</b>	\$ 150,000.00
<b>Site, design, and install roadway from street to cabins</b>	\$30,000.00
<b>Site, design, and install septic system (1 system for 2 cabins)</b>	\$10,000.00
<b>Install well and water piping</b>	\$10,000.00
<b>Install electric to and among the cabins</b>	\$7,000.00
<b>Purchase and install furniture for the cabins</b>	\$6,000.00
<b>Purchase sundries (linen, towels, etc) for the cabins</b>	\$2,000.00
<b>TOTAL STARTUP EXPENSES (2 cabins)</b>	<b>\$215,000.00</b>

Of the above values, the roadway (driveway) up to the area where the cabins will be sited has been installed at a cost of \$25,900. All of the remaining above expenses is yet to be incurred.



## 12.2 OPERATING ANALYSIS

Below is an estimate of the annual operating expenses VALOR will incur when four (4) cabins have been built and are utilized for a full year (year 4 and 5):

<b>Valor Retreat, Inc</b>	
<b>Annual Operating Expenses</b>	<b>Cost</b>
<b>Farm Manager</b>	\$ 50,000.00
<b>Cabin Manager</b>	\$ 45,000.00
<b>Food for cabin occupants</b>	\$ 45,000.00
<b>Trash</b>	\$ 1,200.00
<b>Cleaning supplies</b>	\$ 2,400.00
<b>Washing towels, sheets, etc</b>	\$ 4,800.00
<b>Personal hygiene (soap, shampoo, etc.)</b>	\$ 2,400.00
<b>Cabin upkeep</b>	\$ 9,600.00
<b>Insurance - Barn</b>	\$ 3,000.00
<b>Insurance - Cabins</b>	\$ 2,400.00
<b>Property maintenance</b>	\$ 6,000.00
<b>Paddock maintenance material</b>	\$ 3,600.00
<b>Road maintenance</b>	\$ 5,000.00
<b>Septic maintenance</b>	\$ 2,000.00
<b>Water piping maintenance</b>	\$ 1,000.00
<b>Electric Maintenance</b>	\$ 1,000.00
<b>Replace Furniture</b>	\$ 1,000.00
<b>Replace Sundries: plates, towels, linens, etc</b>	\$ 500.00
<b>Total Annual Operating Requirements</b>	<b>\$ 185,900.00</b>

### 12.3 FINANCIAL OVERVIEW

Below is the financial overview showing the amount that must be raised in order to keep the facility running at full capacity (building a lodge is outside the time frame covered below):

<b>Financial Overview</b>					
	<b>Year 1 (2 cabins)</b>	<b>Year 2 (2 cabins)</b>	<b>Year 3 (3 cabins)</b>	<b>Year 4 (4 cabins)</b>	<b>Year 5 (4 cabins)</b>
<b>Construction expenses</b>	\$215,000	\$0	\$ 92,000	\$81,500	\$ 0
<b>Operating Expenses</b>	\$137,800	\$141,000	\$141,000	\$154,000	\$185,900
<b>Total Expenses</b>	\$352,800	\$141,000	\$233,000	\$291,600	\$185,900