

Nyack College
Master of Business Administration

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Tech 23 L.L.C.

RUNNING HEAD: TECH 23 L.L.C.

Tech 23 L.L.C

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Tech 23 L.L.C.

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Tech 23 L.L.C.

Executive Summary

The focus of this business proposal is Tech 23 L.L.C. which consists of multiple aspects of the technological industry. The type of legal entity Tech 23 will be is a Limited Liability Company because the owner will not be personally liable for the company's debt or liabilities (Moisan, 2015). Headed by CEO Kevin Jofat, Tech 23 L.L.C. supplied by Apple will repair modular parts for clients that are experiencing technical failures with their iPhones. The company will also provide multiple solutions to repair the client's devices as a cost-effective alternative compared to upgrading their current phone.

The mission will provide the purpose for the company while the vision will be a desired state to attain in the near future. The core values will provide an ethical foundation which Tech 23 L.L.C. will impart towards its employees and customers with Christian principles. For this blueprint to be successful, one will have to conduct a thorough research analysis on the technological industry to determine four key external factors known as the P.E.S.T. analysis. The P.E.S.T. (Political, Economic, Social, and Technological) analysis will help to assess the performance of the company for long-term strategic planning. This analysis will provide a macro-economic view of the technology industry to understand this specific business sector. The research showed political struggles as well as economic factors brought by a global pandemic. The second analysis will focus on the micro-economic aspect of the particular market sector. The S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) analysis is a collection of data about internal and external factors which may or may not have an impact on a business (Pickton & Wright, 1998). This analysis identified key services Tech 23 L.L.C. will provide to obtain market opportunities with its one-year limited warranty. To mitigate threats Tech 23 will run operations using Maya Cellular Parts as a modular part

Tech 23 L.L.C.

supplier until Apple's certification is approved. The market analysis will also consist of providing Porters Five Force model which will target the competitive environment. The Five Force branches yielded high for Tech 23, but the company is ready to mitigate these results by have strategic planning to overcome these threats.

The technological industry continues to offer innovative products that consumers could use in their personal and business activities. All smartphone manufacturers offer new devices to entice consumer to upgrade. Tech 23 is prepared to offer cost-effective prices to allow consumers to repair their damaged device instead of paying thousands of dollars to upgrade. The target market will be iPhone users that have cracks on their displays. One of the main targets will be millennials and generation Z because of their prone to having physical damage on their smartphones. Since millennials and generation Z clients may damage their devices often Tech 23 will offer repair discounts during a short period of time. The company will use social media to attract more clients by offering giveaways to promote the brand. The competitive advantage will be if Tech 23 receives Apple's certification to offer authentic modular parts. Tech 23 will use the startup year to apply will it's in operation.

The management team is experienced in this industry for over ten years. The owner has worked for multiple smartphone companies and understands what consumers are looking for when they want a functional smartphone. The owner will be monitoring the financial statements to mitigate loss in profit and ensure the company is moving in the right direction. The management team will seek employees that have experience in this field to help them transition smoothly. Tech 23 is ready to offer a return of \$16,000 in interest for \$50,000.00 loan. The interest will be paid with the loan amount at the end of the fifth year. This venture will attempt to startup by September 1, 2021.

Tech 23 L.L.C.

Mission, Vision, Core Values

Mission Statement

The Mission statement for Tech 23 L.L.C. will consider the relationship between the client and the employees. The mission statement is to re-connect the client with its device by repairing the broken link with efficiency and excellence. The mission statement aligns with the clients' interests in having a fully functioning device. Clients don't have to spend more money replacing their iPhone if there are cost-effective options available.

Vision

The vision of Tech 23 L.L.C. is to provide efficient service towards clients, which satisfies their customer experience. Tech 23 L.L.C.'s vision is to become a repair center with the number one customer satisfaction in Queens, NY. The purpose of this vision statement is to have clients satisfied with the quality of repairs. Clients need to provide word of mouth recommendations to their friends and family. In doing so, clients will expect to have excellent quality products such as Apple's authentic original modular parts (Eadicicco, 2019). Tech 23 will seek to get the approval from Apple to use their modular parts. Apple's modular components to repair displays, speakers, receivers, battery, and any liquid damage to the logic board. In the meantime, Tech 23 will use Maya Cellular Parts to repair iPhone displays. Clients will also have options to select from multiple cases to prevent physical damages caused by falls. In addition, clients will be offered tempered glass screen protectors at an affordable price. These accessories will help provide excellent customer satisfaction by providing each client protection towards their investment. The experience that clients have with the employees will also determine the company's customer satisfaction. It involves the human factor to interact with its amazing clients by putting their needs first.

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Core Values

The core values for Tech 23 L.L.C. (name still pending) is an acronym for the words “Tech Repair”. The primary goal is to repair all technological devices which are physically damaged. These two words are the core foundation for the employees and the company’s responsibility to its clients. This foundation holds Christian values to provide the best experience for the employees and potential clients. Each value is held at the company's heart to give the best customer satisfaction while keeping the employees embedded in its success. It is the company's responsibility to its stakeholder to have ethical and moral standards that influence every decision.

Table 1: Core Values

<u>TECH REPAIR</u>
T- Teamwork
E- Efficient
C- Commitment
H- Honest
R- Respect
E- Excellence
P- Privacy
A- Accountable
I- Integrity
R- Reliable

“T.E.C.H.” values represent the foundations of each employee and how they will operate. The employee’s company journey will instill the fundamental core values to be successful. The core values are to be established during work hours and established in their personal lives. These values are a commitment the employee makes towards the company and each other. It’s to have each other’s back and have an ethical script towards their actions

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towards the company, clients, and themselves. “R.E.P.A.I.R.” values represent Tech 23 L.L.C.’s (name still pending) promise towards its clients based on each interaction. The overall objective is to provide excellent customer service that is centered around these core values. These core values help ensure that Tech 23 L.L.C.'s mission is fulfilled by applying them towards every decision taken. Such decisions will affect the company’s credibility and reputation, which is why it must be implemented.

Core values are often overseen or devalued because of operational tasks if they are not ingrained in every employee. The best way to incorporate the company’s core values is by including them in every training exercise. Training will be required for every person working at Tech 23. The training will have its core value embedded during role plays by enforcing them on how they speak and interact with clients. Another way is to reinforce the core values by going over possible customer satisfaction outcomes. For example, employees will be trained on how to speak to customers before and after iPhones are repaired. This training will establish the employee’s honesty when presenting a complete personalized solution. They will also express to each customer the utmost respect when speaking even if the situation merits otherwise. Another way to incorporate these values is by applying them to the hiring process and during their performance review. Part of the plan is to have bi-yearly unformal performance reviews and a couple of touch base during each quarter. This will enforce the core values and how the company functions. Leading by example, is an effective way to demonstrate the core values and how things operate within the business.

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Table 2: Core Values Description

Teamwork	Tech 23 L.L.C. believes that its staff have the capabilities to work together as a team. They will not be individuals competing for the best sales record because the job will not be commission based. Each employee's focus will be to function as team and not an individual.
Efficient	The repair shop's focus will be to provide all staff members with the knowledge to be productive. Everyone is required to maintain their stations well organized to efficiently serve each client.
Commitment	Tech 23 L.L.C. is committed to its staff and asks the same in return. This commitment is towards the team and to have each other's back.
Honest	Tech 23 L.L.C. expects that staff members will maintain a positive and encouraging attitude towards its clients. We expect honesty from all staff members towards every client.
Respect	Every client that is helped by Tech 23 L.L.C. will be respected and treated equally by all staff members. The company will not tolerate discrimination, bias, or disrespect to its clients and staff.
Excellence	Every client deserves excellent quality of service from every staff member and product. Every interaction will be done in excellence as if done for the Lord Jesus Christ.
Privacy	Tech 23 L.L.C. will not tolerate violation, or breach of the client's private information. Staff members will make sure all devices are password encrypted and inform every client about their rights to privacy.
Accountable	Tech 23 L.L.C. promises to be 100% accountable for every transaction. Whether it's a mistake or an error the company will be accountable and answer to any issues.
Integrity	Tech 23 L.L.C. will lean on its core values to function. The company will not change its views because of favoritism or political views. Every decision taken will be based on Biblical values that are morally righteous.
Reliable	Tech 23 L.L.C. promises to be available for its staff members and clients. In the event that a client needs service the company will be ready to resolve the issues.

Industry and Proposed Company

The Technological industry has rapidly grown over the past decade. Innovative new ideas have revolutionized the way people function in their day to day life. The technological sector consists of manufacturing electronics, personal computers, creating operational software (coding), and related information technology (I.T.). A few examples are smartphones, personal computers, software applications, smartwatches, heart & health machinery, augmented reality (A.R.), virtual reality (V.R.), smart televisions, etc. According to Markovic, Draskovic, and Gnjidic, companies tend to outperform their competitors by creating a revolutionary product to become superior. Over the past decade, one has seen an increasing demand in the smartphone industry, questioning the smartphone repair industry. The smartphone repair sector is a branch of the technological sector. It can be considered a market The Standard Industrial Classification (SIC) code is 4812, including beeper (radio pager) communications services, cellular telephone services, and paging services: radiotelephone and radiotelephone communications. Their currently no SIC code for smartphone/cell phone repairs. The industry scan is to have a foresight of possible opportunities and warnings within the technological industry.

PEST Analysis

Political

A couple of factors affecting the technological industry within the political sector are essential to analyze and consider It is mandatory to comply with licensing laws to operate a smartphone repair shop in New York State. The New York State licensing regulation requires all business owners to obtain an Electronic Store license (NYC Consumer Affairs, n.d.) to sell any electronic goods. In addition, the company is also required to obtain an Electronic &

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Home Appliance Service Dealer license if one is to engage in repairs of electronic equipment or home appliances (NYC Consumer Affairs, n.d.).

The second factor affecting the political sector's technological industry is the "Right to Repair" dispute within the United States, including New York State (Reynolds, 2017). This dispute has brought upon many consumers seeking to repair their devices without seeking assistance from the manufacturer. The great news is that Apple has released a statement offering third party repair shops technical certification to repair iPhones with original Apple parts (Eadicicco, 2019). This is possible when the company applies and has been in operation for a certain time period.

The final factor one was able to identify in the technological industry is the famous "China Trade Wars" that President Donald Trump started since before his presidential run. According to a timeline by China briefing, the trade wars began on July 6, 2018, after President Donald Trump's tariffs against China's imports took effect (Wong & Koty, 2019). The China trade wars have increased the values of goods imported from China. These goods range from food to technological components. Many have questioned the consequences this tug of war may bring. This trade war may have more long-term effects within the technological industry that may impact consumers' prices to purchase their new technological devices.

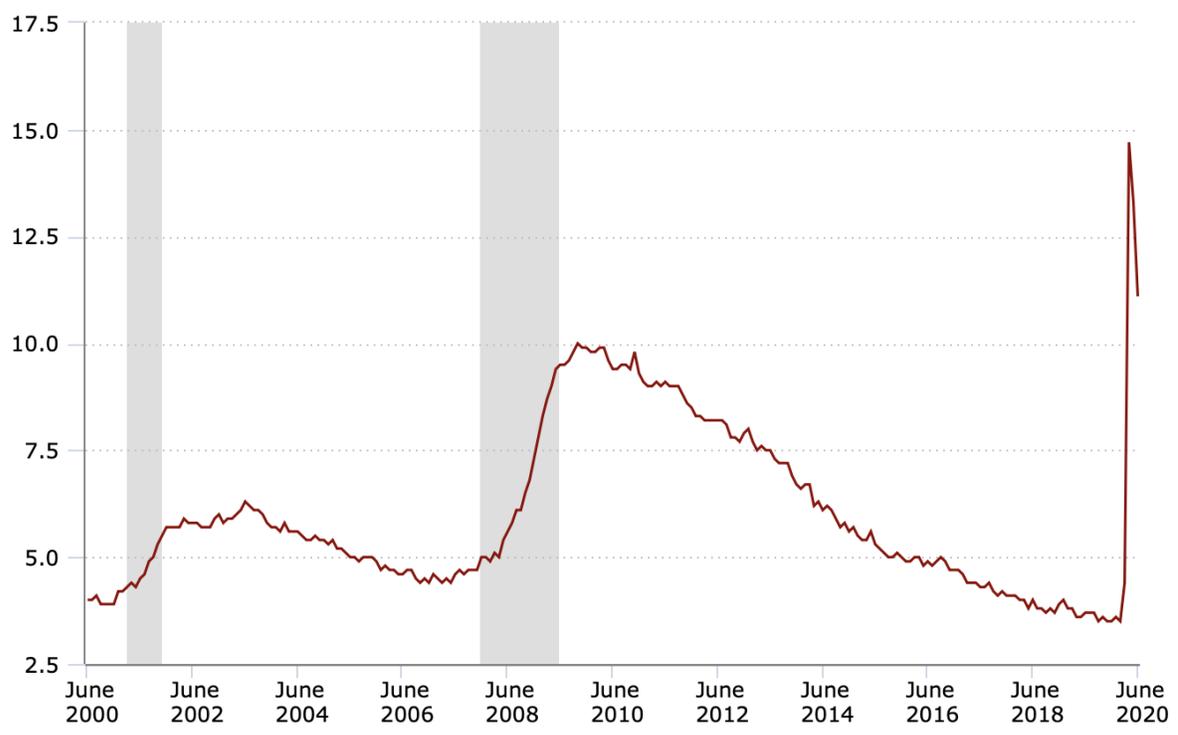
Economical

The first economic factor that has affected the world is the Coronavirus pandemic (Covid-19). Because of this global pandemic, the unemployment rates have increased. Before the pandemic, the national unemployment rate was of 3.5% in March 2020. When businesses started to close in April, the unemployment rate skyrocketed to 14.7% (U.S. Bureau Of Labor

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Statistics, 2020). This statistic was up from a 10 percent unemployment rate in October 2009 during the economic recession (U.S. Bureau Of Labor Statistics, 2012).

Figure 1: Civilian Unemployment Rate Chart



The second economic factor that affects the technological industry is the minimum wage offered in the State of New York. The current minimum wage in New York State for large employers with eleven or more employees is \$15.00. The minimum wage for small business employers with ten or fewer employees is \$15.00, which was increased from \$13.50 on December 31, 2019 (Department of Labor, n.d.). However, since the unemployment rates have decreased and the economy is improving, the current labor market is crowded. There are more job opportunities (Kathryn, 2019) available in the labor market that many new hires are not showing up for their first day. Higher job opportunities could become an issue for the company to find potential employees because of the available competitive job offers. In

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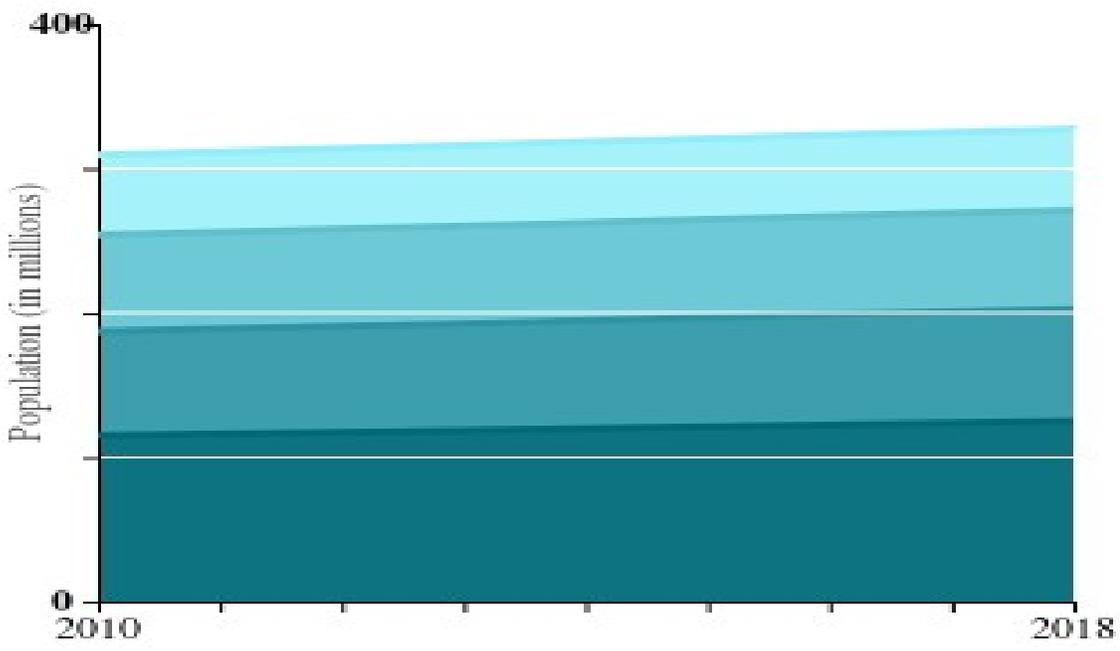
addition, this may make it difficult to find employees committed to working for a small company with little to no benefits.

The final economic factor is the repercussions that the China trade wars have brought in recent years. These repercussions include increased tariffs towards imported foods, technology, pharmaceutical drugs, and much more. Apple's imports of iPhones, iPads, MacBook's, and modular parts have been an important factor. Apple is an excellent example because of its famous quote, "Designed in California". Many people believe this statement means that all their products are created and assembled in California. The truth is that most of their products and modular parts are assembled overseas. While all of the assembling's are done in China, modular parts are being created worldwide, such as the United States, Europe, South Korea, China, Taiwan, and Japan (Jourdan, 2018). One of the main concerns is that these tariffs would lead to higher Consumer prices, affecting consumers' economy. The technological industry is one of the sectors that will be significantly impacted by the China trade wars.

Societal

A couple of societal factors to consider are population growth, cost of living in NYC, and people's mindset towards upgrades and repairs. Over the last decade, one has seen an increase in technology use from a very young age. One of the familiar sights a person can witness is a toddler with a smartphone or tablet in their hand. Technology has become embedded in the 21-century society and culture. According to the Census Bureau, the United States population has grown from 309,915,204 in 2010 to 329,673,634 as of September 20, 2019 (Census Bureau, 2019). This change is about a 6% increase in nine years, with 8,398,748 people living in New York City in 2018.

Figure 2: United States Population Growth by Region



The second societal factor to consider is the cost of living that an average person experiences in the United States. Over that last couple of years, one has witnessed the employment rate improve, and the cost of living increasing. When the minimum wage reached \$15.00 on December 31, 2018 (Department of Labor, n.d.) New York City experienced a rise in rent, food, commuting fare, and much more.

The last societal factor is the mindset that people have towards upgrades and repairs. After years of innovation in the technological smartphone industry, many people have many options to upgrade their smartphones. But the question is; Should one upgrade or repair their devices? The New York Times (Chen, 2019) released an article detailing how smartphones can last longer than the typical two-years of use. If society decides not to upgrade every two years, then modular repairs may be on high demand for years to come. Repairs will be cost-

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effective, which will challenge the high price tag that manufacturers have placed on their flagship smartphones. Consumers may decide to pay 20% of what a new smartphone would cost by repairing their phones.

Technological

Millennials and Generation Z have been mesmerized by the innovative technological explosion. Although technology has not been innovative in the last couple of years, ongoing companies are looking to expand and grow. The technological industry is increasing, and one expects the smartphone sector to develop innovative ideas. Earlier in the year, Samsung announced an “innovative” 7.3” tablet that can fold and turn into a pocket-sized phone for \$1,980.00. Unfortunately, Samsung found defects with the review models, which caused the shipment delays. Samsung has since made adjustments, and the phone was re-debuted in South Korea on September 6. As the industry grows, there will be an opportunity to adjust and offer consumers cost-effective options to steer from high-priced upgrades. Another factor to take into consideration is the power of social media and applications. These programs help create corporate and social events, which are extremely important in the technological sector. They can impact the way people communicate worldwide by creating an excellent marketing strategy.

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Table 3: PEST Framework

Political	Economic	Societal	Technological
<ul style="list-style-type: none"> • China Trade War • License requirements • Right to Repair 	<ul style="list-style-type: none"> • Employment • Minimum wage • China Trade war: Consumer prices increased 	<ul style="list-style-type: none"> • Upgrades vs. Repairs • Population growth • Cost of living in NYC 	<ul style="list-style-type: none"> • New innovating devices improved by manufacturing companies. • Industry growth • Social Media/Apps

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Products and Services

The smartphone repair market targets anyone with a smartphone that needs repair services. The service is to provide modular repairs to individuals with physical damage, battery, and microphone issues. One of Tech 23 L.L.C.'s focus will be to offer clients accessories to protect their smartphones. The accessories Tech 23 will offer is for devices manufactured by Apple. The company will be obtaining knowledgeable employees to expand into other products and repairs with time. A future goal is to offer repair solutions for computers within Queens, New York.

Service Description

Tech 23 L.L.C. will provide repairs services to any customer with damaged iPhones. The business will operate from 9:00 AM to 9:00 PM Monday through Saturday. The company practices and beliefs in Christianity principles, which is why Sunday's will be a day for the company and its employees to rest and attend church services. iPhone repairs will be conducted during the hours of operation while offering clients accessories to protect their investment. These accessories will range from screen protectors, cases, keyboards, chargers, and adapters. Another product that will be offered is new iPhones if their phone is beyond repair because of catastrophic damage. All clients will be introduced to a Work Authorization Form before repairing their smartphone. This document is for all clients to consent for Tech 23 L.L.C. to replace all damaged parts at the quoted price, which will be notated on the form. This form will also have descriptions of any visible damages and include a data waiver. The data waiver warns clients that their storage could be deleted and must have everything backed up on iCloud, iTunes, or any third-party backup services.

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Porter's Five Forces

Competitive Rivalry

The competition in the smartphone industry is high because there are many repair shops available. The ideal strategy for Tech 23 L.L.C. to stand out is by becoming an Apple Certified Technician. This certification will differentiate between third party shops with tech shops that don't have the training directly from its manufacture. One of the largest competitors in the market that are certified by Apple is Best Buy. They have a lot more resources than small businesses and are a recognized brand. Tech 23 will have to mitigate these issues by offering better service that includes a longer warranty for defective displays. Most competitors provide to replace the client's displays at a higher price. Tech 23 will lower the cost of repairs to attract new clients.

Threat of Substitution

The threat of substitution is high because the customer can decide to buy a competitor's product over Tech 23 L.L.C.'s. Although, the company will offer a one-year warranty for the display replacements. Customers have the option to buy their accessories and display replacement at BestBuy, Apple, or any third-party shop. The company could lose a lot of revenue if its marketing team does not reach out to customers. The way to mitigate the threat of substitution is by marketing the company as an apple certified shop that offers a one-year warranty on their display replacement.

Threat of New Entrants

The threat of new entrants is high because anyone can open a repair shop with proper licensing from the New York State office of licensing. In addition, if an entrepreneur has the money to invest and is focused on repairing smartphones, they will jump through the barriers.

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People are currently gaining knowledge on how to fix their smartphones from home, which could cause more people to learn the trade and start repairs from home service. Many websites offer tricks and tips to repair iPhone that anyone with the right tools can be successful. Tech 23 will mitigate this issue by recording and uploading videos on how it's technicians properly repair their device. The technician will mention why it's essential to have an expert repair their device to avoid internal damage to their device in the video.

Bargaining Power of Buyers

The bargaining power of buyers is high because buyers will have the power to decide which repair shops, they will take their smartphones. However, they don't have control over how the company will operate. Their bargaining power remains high because consumers decide where to shop, but they have little influence on how the company will operate. Tech 23 will attempt to mitigate this issue by having friends and family refer to clients. The company will use a referral program to reward those who refers their friends and family. Tech 23 will attempt to reach out to small businesses and become their local repair shop. The company will be able to travel to their offices and repair all their employee devices on the spot.

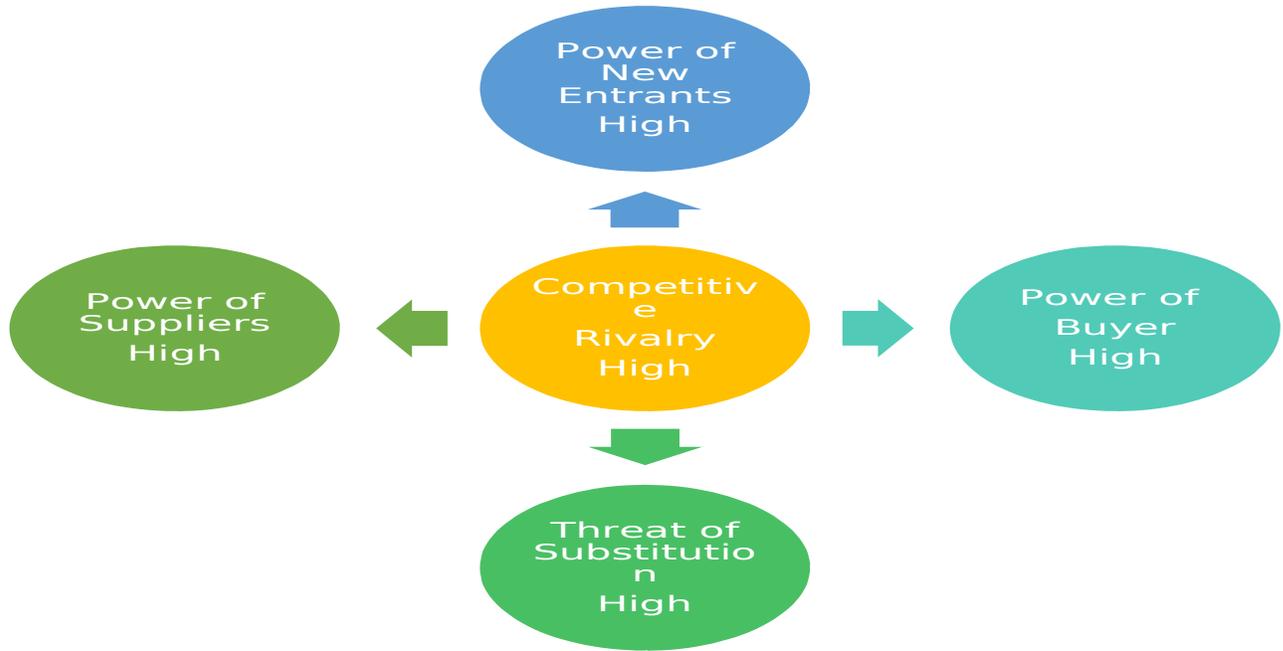
Bargaining Power of Suppliers

The bargaining power of suppliers is high for Tech 23 L.L.C. There are many third-party suppliers for accessories and modular parts, but the company's leading supplier will be relying on is Maya Cellular Parts. Maya Cellular Parts will be providing all modular parts for repairs. The bargaining power is low because Tech 23 will find other suppliers that offer the same prices for their modular parts. To mitigate suppliers from increase their bargaining

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power is by placing orders on products needed. Tech 23 will have two suppliers where one will be for iPhone cases, and the other is for display replacements.

Figure 3: Porter’s Five Force Model



SWOT Analysis

Strength

The technological industry has continued to grow over the last few years, and it is expected to continue growing. This growth is excellent news for any company currently involved or desires to participate in the technological industry. The smartphone market has continued to grow because of its popular demand. As of 2013, the worldwide sales of smartphones reached 1.004 billion, 55.1% of the global 1.820 billion mobile phone sales (Chen & Ann, 2014). Clients are looking to upgrade their devices to updated smartphones with touch screen features.

In the last couple of years, smartphones have been redesigned to look luxurious that the materials used are prone to get damaged. Like any other product, accidents happen, and

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repair centers are needed to address these issues. In the case of motor vehicles, there are many car repair shops to assist consumers if they are involved in a car crash. The new smartphone designs use recyclable aluminum, glass, stainless steel, and plastic. All of these materials are considered to be durable but are still affected by impact damaged. The 2019 smartphones Apple launched named iPhone 11 and 11 Pro consist of combining of all of these materials. Apple has stated that its new iPhone is made of the toughest glass ever build on any smartphone. Although this may be true, one must question up to what point can this “toughest glass” resist? Will this new “toughest glass” slow cause the repair industry to lose ground? It’s too early to know, but in recent drop test performed by YouTubers such as CNET, GizmoSlip, and Everything Apple Pro show physical damage.

Weakness

All businesses have potential vulnerabilities, and the smartphone market is not exempt. The first weakness the company could potentially encounter is finding the proper help in the job market. One will have to look at many potential employees' resumes with and without experience repairs smartphones, tablets, and computers. The ideal employees will have at least one year of repairing these devices in their employment history. If the Tech 23 L.L.C. is unable to find employees with repair experience, they will have to be trained. Training new employees to repair is possible but a potential weakness because of time and finances. The company will have to pay the employees training certification, which may or may not be completed. This is if the employee decides to continue working for the company.

The second weakness is being able to attract clients to shop in Tech 23 L.L.C. rather than going to the competition. There are many repair shops in New York City which have built their reputation in the community. Tech 23 L.L.C. will have to find new creative ways

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to differentiate itself from the competition and attract clients. This may be accomplished through means of marketing and social media, which will be addressed later in the marketing section of this venture proposal.

Opportunity

The first opportunity factor to take into consideration is the current competitive prices within the smartphone industry. These prices range from \$699.00 to \$1,449.00, including the new flagship smartphones from Apple and Samsung. The iPhone 11 starts at \$699.00, but the iPhone 11 Pro starts at \$999.00 price tag and increases to \$1,449.00 for higher storage capacity. These higher prices could be steep for consumers to change their smartphones every two years. That's when consumers are inclined to repair their damaged smartphones because it's cost-effective. New smartphones are fast and similar to the latest releases, which have now been recommended for consumers not to upgrade every two years. Instead, it is wise to keep the same smartphone and save thousands of dollars (Chen, 2019).

The second opportunity factor is offering clients peace of mind for their purchase. Many repair shops offer 30 days limited warranty for their product, and consumers pay the consequences when the warranty has expired. The displays used in these third-party repair shops are unauthentic made in China and can easily malfunction. During the time frame of getting Apple to provide their modular parts, Tech 23 will use third party displays to repair iPhones. Tech 23 L.L.C. will offer a one-year limited warranty to provide its clients with peace of mind. The limited warranty will cover all malfunctions to the replacement display. These malfunctions include picture discoloration, multi-touch issues, or blank displays. The limited warranty will not be honored if replacement displays have physical damage.

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Threats

In any business venture, all companies face some external threat. The first threat identified is the way smartphones are assembled. New smartphones are being assembled with stainless steel and durable glass. Although these materials could still be damaged, they can even decrease the likelihood of physical damage. The second threat identified is the current repair shops in operation. It will become hard to get clients to switch to Tech 23 L.L.C. because of the competitive market. The danger of new ventures entering the market could reduce profits across the board. With many competitors in the market, it will be a struggle to acquire new purchases.

The final threat identified is becoming a certified technician through Apple. There is a risk that Apple will not grant certification to Tech 23 L.L.C. If Apple doesn't approve Tech 23 L.L.C. to become certified, the competition increases dramatically because everyone who repairs using third-party parts will become the completion. The differentiation between being and not being certified is the group's competitors are classified. The first group is the third-party repairs shops that purchase modular parts from third-party suppliers. These tech shops are found all over New York City. The second group is a few selected tech shops that are authorized technicians certified through Apple. This group is limited because Apple becomes the supplier for these shops. These repair shops have access to internal repair and troubleshooting but are exclusive to a few shops.

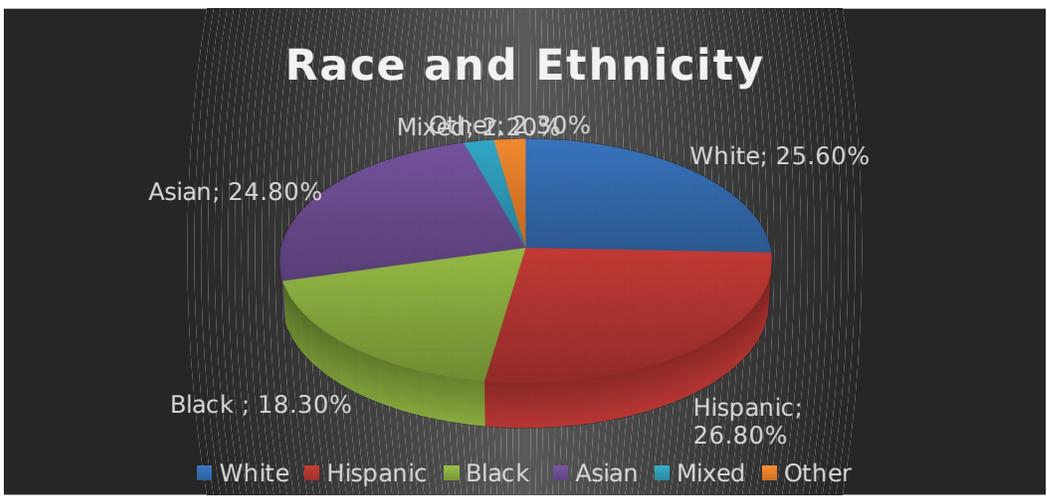
Table 4: SWOT Framework

Strength	Weakness	Opportunity	Threat
<ul style="list-style-type: none">• Growing Market• The material used to create smartphones (Glass, Stainless steel)	<ul style="list-style-type: none">• New Clients• Hiring employees with Experience/Training certification	<ul style="list-style-type: none">• Peace of mind - 1 Year Warranty• Higher Cost to upgrade	<ul style="list-style-type: none">• Apple's Technical Certification Denial• Existing Repair shops/New ventures entering the market

Market Analysis

The target market Tech 23 will be iPhone owners with a damaged display or would potentially have one. These consumers would prefer to repair their devices before purchasing a new model. Repairing a smartphone is a cheaper alternative than signing carrier contracts or paying interest on a credit card. The cost to fix an iPhone is 15% - 35% compared to buying a new iPhone worth \$999.00. iPhone consumers tend to purchase their devices locally at retail value through their carriers or the Apple Store. Consumers care to have a functional device that has not been modified. Currently, the major factors affecting the industry are Covid-19, with many small businesses closed, and consumers concerned about interacting with other people. Tech 23 will operate from Queens, NY, where data show that the four top races and ethnicities are Hispanic, White's, Asian's, and Black's (Statistic Atlas). These will be the customer that will walk into the store to have their iPhone serviced. The total population in Queen NY is of 2,310,011 (Statistic Atlas).

Figure 4: Race & Ethnicity



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Competition & Competitive Advantage

The two major competitors for Tech 23 are Apple and BestBuy, which have more significant financial means and marketing influence. Both of these companies offer repair services using Apple made modular parts and have access to replace a device if it gets damaged during the repair process. Brand recognition gives them both a competitive edge, especially when they offer other products and services consumers enjoy. Their strength is that consumers have access to multiple locations throughout New York City, where consumers could drop off their device and start shopping for other products. Both Apple and BestBuy offer a limited warranty for 90 days or less on their repairs while offering them at a higher cost. These companies can handle over five repairs at the time, making turnaround times shorter for consumers. Tech 23 will provide excellent turnaround time based on the number of clients that shop at the store. Tech 23 will offer a one-year limited warranty on all repairs to give consumers peace of mind that their display will be replaced if the product is defective. Apple and BestBuy have the financial means to hire enough staff to cover the number of clients that require their services. Tech 23 will only service iPhone's for repairs with limited selections of cases and screen protectors. Both Apple and BestBuy hold a competitive advantage over Tech 23 because they offer more products and services that consumers would like to purchase at the same time.

Apple

Apple Inc. is a technological tech giant that operates globally, offering various products and services. Apple is considered to be in multiple industries such as computer hardware, computer software, consumer electronics, cloud computing, digital distribution, Fabless silicon design, semiconductors, media, financial technology, and artificial

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intelligence. Apple's products are the iPhone, iMacs, MacBook, iPad, Apple Watch, iPod, Home Pod, and Apple TV. The services they offer are iCloud, Apple Care plus, Apple TV, Apple Music, Apple Card, Podcasts, and Apple arcade.

One of the major trends in the technological industry is that companies continually release new products to substitute older products. Apple launches iPhone's every year by the end of September for consumers to upgrade their older devices. Another major trend is creating products to impact a specific area of global needs, such as accessibility features for people with disabilities and impairment. Their technology targets consumers that could benefit from these features to do daily tasks. These products and services can be customized to fit consumer needs and adapt to their lifestyle. The camera can capture ultra-wide-angle pictures on the iPhone 11 Pro models while offering improved water resistance of up to 2 meters in water. The Apple Watch provides a compass, fall detection, electrical heart sensor features.

In recent years companies in the technology industry have competed to release smartphones with a cheaper price tag. Most smartphones with lower price tags have a lower quality of material used, such as lower storage capacity and plastic. High-end smartphones are produced with stronger durable glass with stainless steel enclosures. Apple recently announced an affordable iPhone with the same processor as the iPhone 11 Pro max with wireless charging and better battery. Another trend Apple focuses on is services that have diverse content for their subscribers. These services being Apple TV, Apple Music, and Apple Arcade, allows consumers to pick the right content that fits them. Apple appears to be broadening its role from device manufacturer & ecosystem regulator to become a content creator.

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Apple has been a successful company that has taken advantage of various markets by offering products and services. These products and services have given apple millions of dollars in sales. Based on the annual report in 2019, Apple was very successful and provided a time frame of its stock. While researching the financial data, one could read the total new sales generated was \$260,174,000.00 with a net income of 55,256,000.00.

During the 2019 annual sales, Apple generated a total gross margin of \$94,392,000.00, which is lower than what they produced during 2018 at \$101,839,00.00. The major differences are that during 2018 Apple held lower profits on their services at \$24,156,000, while in 2019, they increased services to \$29,505,000. The downside to these numbers is that products sold from 2018's report to 2019 report are product sales losses. In 2018 Apple sold \$77,683,000 of products while in 2019 they sold only \$68,682,000 A lack of products sold causes almost ten million in sales loss. Based on the report, the drop was caused because Apple failed to sell more iPhones.

Table 5: Apple's Net Sales by Category

The following table shows net sales by category for 2019, 2018 and 2017 (dollars in millions):

	2019	Change	2018
Net sales by category:			
iPhone ⁽¹⁾	\$ 142,381	(14)%	\$ 164,888
Mac ⁽¹⁾	25,740	2 %	25,198
iPad ⁽¹⁾	21,280	16 %	18,380
Wearables, Home and Accessories ⁽¹⁾⁽²⁾	24,482	41 %	17,381
Services ⁽³⁾	46,291	16 %	39,748
Total net sales	\$ 260,174	(2)%	\$ 265,595

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The numbers shown in Table 5 indicate that all of their products and service had increased revenue except the iPhone. Consumers show that they preferred to stay with their 2018 model instead of buying the latest model. These numbers show that consumers will wait two years or longer before upgrading their smartphones. Apple was successful because it changed its strategies from selling only products to creating services where consumers could enjoy and pay month to month. One thing to note is that Apple gains most of its profit from the United States but has a 16% increase in Greater China.

BestBuy

BestBuy is a large retail store that offers multiple products and services that fit global consumers' needs. BestBuy is considered to be in the retail industry in consumer electronics, both domestic and international. In June 2019, they named former CFO Corie Barry as their new CEO to continue their ongoing succession planning process. BestBuy offers products such as smartphones, TVs, hard drives, computers, speakers, headphones, tablets, gaming consoles, toys, and much more.

BestBuy released their Annual Report on February 2020 and showed a comparison of the last five years. Their total revenue from 2016 increased from \$39,528,000.00 to \$43,638,000.00. The numbers indicate a steady growth over five-years but could see a decline in 2017. From 2018 the company started to see small improvements but showed larger changes in 2020. Overall the report didn't show any information on their Geek Squad services and how much revenue comes from their premium rates and repair services. It is important to note that BestBuy's Geek Squad repairs more than just iPhone. They repair all types of smartphones, TV's, and electrical gadgets.

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Table 6: BestBuy's Five-Year Financial Highlights**Five-Year Financial Highlights**

\$ in millions, except per share amounts

Fiscal Year	2020⁽¹⁾	2019	2018⁽²⁾	2017	2016
Consolidated Statements of Earnings Data					
Revenue	\$ 43,638	\$ 42,879	\$ 42,151	\$ 39,403	\$ 39,528
Operating income	2,009	1,900	1,843	1,854	1,375
Net earnings from continuing operations	1,541	1,464	999	1,207	807
Gain from discontinued operations	-	-	1	21	90
Net earnings	1,541	1,464	1,000	1,228	897
Per Share Data					
Diluted net earnings from continuing operations	\$ 5.75	\$ 5.20	\$ 3.26	\$ 3.74	\$ 2.30
Net gain from discontinued operations	-	-	-	0.07	0.26
Diluted net earnings	5.75	5.20	3.26	3.81	2.56
Cash dividends declared and paid	2.00	1.80	1.36	1.57	1.43
Operating Statistics					
Comparable sales growth ⁽³⁾	2.1 %	4.8 %	5.6 %	0.3 %	0.5 %
Gross profit rate	23.0 %	23.2 %	23.4 %	24.0 %	23.3 %
Selling, general and administrative expenses rate	18.3 %	18.7 %	19.0 %	19.2 %	19.3 %
Operating income rate	4.6 %	4.4 %	4.4 %	4.7 %	3.5 %
Year-End Data					
Current ratio ⁽⁴⁾	1.1	1.2	1.3	1.5	1.4
Total assets	\$ 15,591	\$ 12,901	\$ 13,049	\$ 13,856	\$ 13,519
Debt, including current portion	1,271	1,388	1,355	1,365	1,734
Total equity	3,479	3,306	3,612	4,709	4,378
Number of stores					
Domestic ⁽⁵⁾	1,009	1,026	1,298	1,369	1,416
International	222	212	216	212	216
Total	1,231	1,238	1,514	1,581	1,632
Retail square footage (in thousands)					
Domestic ⁽⁵⁾	38,821	39,500	40,360	41,039	41,234
International	4,711	4,607	4,602	4,511	4,543
Total	43,532	44,107	44,962	45,550	45,777

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Economics of the Business

Tech 23 L.L.C. plans to enter the market and stay relevant for many years. It's essential that Tech 23 know the economic side of the business venture. The economics of the business will introduce fixed and variable costs to determine the company's break-even period. By deciding what is Tech 23 break-even, the company can determine how many units need to be sold to become profitable. This section will also look into Tech 23's most likely outcome, best, and worst-case scenarios.

Fixed Cost

Tech 23 has identified the start-up cost: incorporation fee, licensing fees, IT gadgets, security deposits, and interior design. The start-up cost is summed up to be \$25,189.00 to have the business operating in Queens, New York. According to Investopedia, a fixed cost is a cost that does not change with an increase or decrease in the amount of goods or services produced or sold, which are expenses such as rent, insurance, utilities, and payroll (Kenton, 2020). These costs will continue to be paid by the company month after month without change. The company identified the fixed cost to include worker's compensation, rent, payroll, accounting, digital marketing, advertising, and utilities. The total Fixed expense per month is summed up to be \$19,498.00. These are the cost that the company will pay month to month to stay open and operating.

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Table 7: Fixed Cost

Fixed Cost	
Item:	Monthly Cost:
Payroll	\$ 15,366.00
Accounting	\$ 200.00
Digital Marketing	\$ 50.00
Advertising	\$ 50.00
Utilities	\$ 300.00
Rent	\$ 3,000.00
Insurance (Property)	\$ 115.00
Insurance (Liability)	\$ 155.00
Worker's Compensation	\$ 240.00
Webpage	\$ 22.00
Total (Monthly)	\$ 19,498.00
Total (Yearly)	\$ 233,976.00

Variable Cost

After identifying the company's fixed cost, the owner focused his attention on identifying the variable cost based on products needed to provide repair services. According to Investopedia, a variable cost is a corporate expense that changes in proportion to production output (Kenton, 2020). A variable cost could be raw materials or packaging required for the production of a product or good. Tech 23 identified each repair modular part needed to perform a display repair while also offering glass screen protectors and cases to prevent future damage. The total variable cost is \$40,000.00 for modular parts for eleven iPhone models, glass screen protector and cases for the eleven iPhone models. This cost is to start up the business and have enough inventory. The total cost of goods will average around \$5,500.00 a month.

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Table 8: Variable Cost

Variable Cost			
Item:	Wholesale Price	Units	Price
iPhone 11	\$ 79.00	100	\$ 7,900.00
iPhone XS Max	\$ 120.00	100	\$ 12,000.00
iPhone XS	\$ 79.00	75	\$ 5,925.00
iPhone XR	\$ 57.00	75	\$ 4,275.00
iPhone X	\$ 48.00	75	\$ 3,600.00
iPhone 8+	\$ 20.00	50	\$ 1,000.00
iPhone 8	\$ 15.00	50	\$ 750.00
iPhone 7+	\$ 17.00	50	\$ 850.00
iPhone 7	\$ 14.00	40	\$ 560.00
iPhone 6S+	\$ 17.00	40	\$ 680.00
iPhone 6S	\$ 14.00	30	\$ 420.00
All Glass Screen Protectors	\$ 1.00	1000	\$ 1,000.00
Cases	\$ 10.00	104	\$ 1,040.00
Total:			\$ 40,000.00

Break-Even Analysis

According to Investopedia, the break-even analysis entails the calculation and examination of the margin of safety for an entity based on the revenues collected and associated costs (Hayes, 2020). Break-even analysis will take the fixed cost and compare the profits earned for each additional unit produced. The formula used to determine the break-even analysis is $FC / (P - MC)$. This simple formula will take the overall fixed cost and divide it by the selling price minus the marginal cost. The selling price was determined by the owner based on Apple's competitive prices and other repair centers. The marginal cost was determined based on wholesale price Tech 23 will purchase from its supplier Maya Parts. Tech 23 will not be producing its products for service and has to have a bi-weekly shipment.

The owner created product groups based on tiers of iPhone demand and cost. He created five product groups to determine the marginal cost by averaging the total marginal cost in groups. The formula mentioned above was used to identify the number of units needed to break-even. $\$233,976.00 / 106.10 = 2,206$ units needed to break even. Based on the

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cash flow, Tech 23 is set to break even on the tenth month in June 2022. The profit made in June 2022 is \$3,601.00 after all expenses have been paid. On July 2022, the month's profit is \$2,802.00 and starts to provide insight into the venture's success.

Table 9: Break-Even Analysis

Break Even Analysis		
Item:	Percentage:	Averaged Marginal Cost:
Product A	35%	\$ 51.57
Product B	25%	\$ 33.75
Product C	15%	\$ 16.43
Product D	15%	\$ 2.85
Product E	10%	\$ 1.50
Total	100%	\$ 106.10
Formula	FC / (P-MC)	\$233,976/106.10 = 2,205.24
		2,206 Units to Break Even

Table 10: Product Groups

	Product A		Product C
iPhone 11	.35 (180-79) = 35.35	iPhone 7+	.15 (140-17) = 18.45
iPhone XS Max	.35 (280-120) = 56	iPhone 7	.15 (120-14) = 15.90
iPhone XS	.35 (260-79) = 63.35	iPhone 6S+	.15 (120-17) = 15.45
		iPhone 6S	.15 (110-14) = 15.90
	Total: 154.7		
154.7/3	Average: 51.57		Total: 65.70
		65.7/4	Average: 16.425
	Product B		Product D
iPhone XR	.25 (180-57) = 30.75	All Glass Screen Protectors	.15 (20-1) = 2.85
iPhone X	.25 (240-48) = 48		
iPhone 8+	.25 (140-20) = 30		Product E
iPhone 8	.25 (120-15) = 26.25		
		Cases	.10 (25-10) = 1.50
	Total: 135		
135/4	Average: 33.75		Break even
			BE = FC/(P-MC)
			\$233,976/106.10 = 2,206 Units

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Most Likely Outcome, Best and Worst-Case Scenario

The most likely outcome is that the company can reach break-even in the first year of operation. The overall averaged units Tech 23 must sell is 2,206 to break-even. The most likely outcome is to breakeven in June 2022, which is ten months from the startup date. Tech 23 will use the pro forma financial plan to balance the purchases needed to keep up with sales. During this time, the company will attempt to increase its sales by marketing the business and offering rewards to its clients that bring their friends and family.

The best-case scenario is that Tech 23 will produce over the one-year target of units sold. During this best-case scenario, the company would be able to go ahead of the one-year mark to alleviate second-year sales. This action will mitigate any loss in the second year that is out of the company's control, such as global pandemics (Covid-19) or economic crisis. If the company were to sell all 2,206 units within eight months, then the company can look into expanding sooner y increasing marketing advertising. The success of the first year will propel the company to hire another person to assist with repairs. This could happen during the twelve months because repairs are at an overflow, and technical expertise is required.

The worst-case scenario is that Tech 23 sells less than 2,206 units during the first year. This worst case would have to be that the company is not selling enough units and is acquiring more debt with current salaries and operations costs. In this scenario, the company would be losing money every day that the store opens. If this happens, the company is prepared to increase marketing and advertising costs to promote the brand and bring in new clients. The company would have to let go of part-time help to balance profit and loss until they can increase units sold.

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Marketing Plan

In this section of the business plan, the owner will propose the venture marketing plan to achieve sales projections. Tech 23 will develop effective marketing, pricing, sales tactics, service & warranty policies, advertising and promotions, and distribution strategies. To gain a competitive advantage, the company will review the SWOT analysis to implement sales and service policies.

Overall Marketing Strategy

Tech 23 is an iPhone repair center aspiring to operate from Queens, NY. The owner has previous experience repairing iPhone and working from his apartment. The types of customers Tech 23 will assist will range from teenagers to adults who own an iPhone. One of the main targets is teenagers because they are more inclined to drop and crack their phone's display. He has witnessed teenagers damage their iPhone four times in only sixty days. His parent requested to have their son's iPhone repaired each time. Although anyone with an iPhone display cracked is a consumer target, teenagers are more susceptible to need a display replacement. To attract more customers, the store will offer repeat repair at a 15% discount, within 90 days. If a client came with a cracked display on an iPhone XS Max, the cost to replace the display would be \$280.00. With a 15% discount, the price would be \$238.00. This offer will be available for all clients who have had an iPhone repaired in the last ninety days. Tech 23 will offer student and senior citizen discounts of 10% but will require verification with their State ID or student registration forms.

One of the main focuses of Tech 23 is to provide excellent quality of service and products. The goal is to have customers satisfied with the product and how the interaction was handled and their device turnaround time. Tech 23 will place customer satisfaction

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above profits to keep customer loyalty retention. To generate sales, the company will look for small businesses to create repair contracts for their employees at a reduced rate. The reduced rate would be based on the number of employees the business has. For example, if the company has 15 employees with company products, then the contract would give the business 15% off on their repair needs. If the company has 50 employees, then the discount would be 20% off. One of the services provided for small business contracts is to drive to their store and repair onsite. This option will reduce business inconvenience and allow each member to work without hassle to travel or ship their devices for repair.

Tech 23 will only repair iPhones within the United States to avoid international repair laws. Many countries have iPhones explicitly created for that region based on manufacturing statutes put in place. For instance, in China iPhone have specific functions disabled based on model number. If the iPhone were to be shipped and repaired in the United States, the iPhone could be confiscated because of alterations in customs. This may cause frustration for both the company and its customer. If the iPhone were damaged during a repair, then a phone made for the U.S.A. would not be ideal for China.

One of the seasonal trends Tech 23 expects is when Apple launches a new iPhone in late September. This seasonal trend will increase repairs for customers who seek to trade in their iPhone for the newest version. During this time, Tech 23 will offer early Black Friday deals to transition towards the holidays during November and December. Early Black Friday sales will offer 20% discount on all cases and 15% off on all iPhone repairs. The seasonal trend will also increase sales in accessories for the new iPhone, which Tech 23 will purchase to attract more clients.

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Pricing

There are many competitors for iPhone repairs, but the main competitor is the manufacture of Apple. Currently, Mr. Jofat is working for apple and understands the competitive pricing they use to repair a specific iPhone model. Each model has a price, which ranges from \$129 to \$329. The pricing strategy is to repair at a discounted price than what Apple offers. For example, Apple would repair an iPhone XS Max for \$329 plus tax; Tech 23 will repair the same phone for \$280 plus tax which is \$49 off. This is possible because the display replacement is purchased for \$120, which gives Tech 23 a profit of \$140. Because the profit size is higher than the cost, it will leave room for discounts and offers. These numbers will facilitate offering a competitive price while understanding a customer's situation and assisting as much as possible.

Sales Tactics

Tech 23 sales tactics are to create a warranty program for customers who will be signing up for screen protector replacement service. This sales tactic strategy is to offer clients, screen protectors, with a one-year warranty. When a person buys a screen protector for twenty dollars, the warranty will allow the client to return within a year to change their protector with a five-dollar installation fee. Clients are allowed to return often as they wish as long as they bring back the broken screen protector. When the client accepts to buy the screen protector for \$20, the information will be recorded on their account so that the next employee would know how to transact it properly.

This is an effective strategy because during 2014-2017, the owner used to repair and sell screen protectors to generate additional income. This strategy was implemented, and it was very successful. Clients will return and pay the five-dollar installation fee multiple times

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during the year. Each screen protector was bought for one dollar and sold for twenty dollars. This created a profit of nineteen dollars for the first-time buyer and, the generated four dollars when they returned to have the screen protector replaced. Many consumers buy the screen protector knowing that it could prevent physical damage to the display. Many companies sell glass screen protectors for \$40 or more, and the customer has to purchase a new screen protector every time. Some companies offer a free warranty, but it needs to be shipped out, and a hold is placed on the client's card to proceed with the exchange. The benefit of having Tech 23 offer this service is that clients will not be hassled to exchange their protector instore while correctly installing the product.

Service & Warranty Policies

It's important to underline what the services and warranty policies the company will offer. This is a guide to assist the owner and its employees to provide services to their clients adequately. When a client goes shopping one of the most important things behind a great product is the need for warranty. The "what if" factor is always a possibility with any technological gadget. Manufacturers often offer a one-year limited warranty to cover defects and malfunctions, but rarely does one see a one-year limited warranty on repaired products.

Tech 23 will offer a one-year limited warranty on all repaired iPhones. This warranty is only valid if the display replacement is defective and has a multitouch issue unrelated to a physical damage. Physical damage is when the product has been damaged (cracked, deformed, dented, liquid damage, deep scratches) by a drop, fall, throw or mutilated. If the display replacement is verified to be sold by Tech 23 and has not been altered or modified, the warranty will be used to replace a faulty display. All display replacements will have a stamp with a serial number that will be recorded into the client's account at the time of

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purchase. Tech 23 will honor display replacement under the limited warranty if the above criteria are met. Before replacement is done each serial number will be verified, and a thorough inspection will be made. Tech 23 will run diagnostics to identify if any issue exists before replacing the display. The replacement will be done in the store based on stock availability. Employees should consult the owner if the customer requests a second review if physical damage is located. The expected failure rate is 10% and would be based on how the product was handled from the warehouse to the point of installation.

Currently, Apple's warranty is 90 days from the date of service if there is no physical damage (Apple, 2020). This disclaimer provided by Apple assures all products are free of defects but warrants the product if a failure occurs ninety days from the service date. The warranty Tech 23 offers are similar but warrant one year from service date. This extends the chance of a defective modular part from affecting a client's device.

Tech 23 will also offer a one-year limited warranty on all glass screen protector after \$20 glass screen protectors is purchased. The employee would have to record the transaction on the client's account so that the client doesn't have to provide a receipt every time the glass protector is replaced. The customer is also required to present and return the damaged glass screen protector before acquiring a replacement.

Another effective strategy is to offer repeat repair discounts for clients that purchase repair services or products. These repeat services will be stored in the POS system to ensure ease of discounts and documentation. The promotion will be discounts on the repair services, or the store will be giving away a free accessory to clients who continually buy from the store. Tech 23 will also offer referral programs for clients that brings in referrals through their family and friends. Each client will be given a customer Id number to give to their

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friends and family so that they could track how many people have been referred by a particular client.

Advertising & Promotion

Tech 23 will implement direct sales strategy by offering giveaway events on social media and to clients in the store. These giveaways will promote brand awareness and stimulate advertisement by having the customer be an instrument of propaganda. The social media events will be offering free T-shirts and iPhone cases with the company logo. The basic idea is to have more followers and have people share the company's brand to their friends and family. Other prizes will be introduced later so that the events could engage as many people on social media and involve clients at the store. The main idea is to get the name of the company circulating social media to have customers think Tech 23's services. As mentioned in the economics of business section, this department will be funded with \$100 per month to bring brand awareness and create a competitive advantage.

The Direct marketing strategy will be based on the client's email information and social media accounts. The company will send out flyers around the neighborhood to offer higher discounts and benefits for those living in the community. Flyers will be given out every month in Queens, and the cost of these flyers will be \$5 for 400 flyers produced by Union Distributor. Every quarter Tech 23 will send out 1200 flyers throughout Queens and Brooklyn with a 10% coupon for clients to bring in their damaged device.

When a client purchases a service or product their email address and phone number will be collected to send them notifications of their repair and follow up promotions. Emails will be sent out to customers to access social media pages and any relevant news related to Apple and their devices. Clients will be asked if the company could email them with special

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offers and product updates. Clients will have the right to opt-out and not receive any news from Tech 23.

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Design and Development Plans

Tech 23 has researched what it needs to open its doors on September 1, 2021 and offer their repair services. The main focus of repairing a product is safety and health before, during, and after. This means that the products and equipment used must be up to standard and comply with New York State regulations. Tech 23 will review all the guidelines needed to establish a functioning repair center for clients to drop off their devices. Tech 23 is not developing a product but requires implementing how the services will be operating daily.

Equipment & Training

One of the first things the company needs to do is obtain the proper equipment to operate the business. Tech 23 will have to obtain a computer and iPad with a label printer to file the phone being repaired correctly. The company will purchase a Clover station to run as a sales system point and collect payments. This system will also allow the company to gather the client's information. Tech 23 will have to establish an active account with its supplier to be ready and place an inventory order. The account must be operational no later than June 1, 2021, to ensure no delays in opening the store. To make sure all parts arrive on time and entered in the point of sales, orders must be placed on August 1, 2021. This will allow the owner to train new hires on how to receive an order in the system and then process the inventory section. All employees will start on August 1, 2021, to start training and understand the business culture. This method will be how the repairs will be logged to avoid giving the wrong device to a client. New hires will inspect and analyze each part received before accepting the inventory in the system. If the product is damaged or missing, then the appropriate actions must be taken. This would mean that employee A will have to contact

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Maya Cellular Part and report what is found. Photos of the damage must be taken and uploaded into the system to submit as proof.

The second is that new hires need to understand how the clover system works and input all of the client's information. Each new client must have their profile with a specific identification number, which randomly issues repair numbers. When the clients have signed the disclaimer form on the iPad, the system will print a sticker for the phones to be labeled. This process will allow the client's information to be stored for the company to reach out with offers and giveaways.

Finally, Employee A will have to undergo training on how to replace an iPhone display. Employee A will have to be trained by Apple's training guidelines, which will be paid by Tech 23. This will give the employee enough information to repair an iPhone using the proper tools and equipment correctly. The owner will train them to properly run diagnostics and inspect the device before it is open. This will allow two people to examine the device before it's repaired, allowing any damage that might have been overlooked the first time. The technician is to open the device as they were trained and inspect the inside of the device. Photos will be taken if damage or modifications are found. The technician must document everything in the system before proceeding with the display replacement. If any damage or modification is found, the device will be closed, and the client must be contacted before proceeding with the repair. If the client agrees to have the phone repaired, the technician would need a verbal and signature to proceed, and the company would not be liable if the device would not respond in the future.

After the repair is completed, all devices will be cleaned and charged so the customer could have a health battery life. When the client has returned for their phone, the technician

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is to verify identification to make sure they are the owner. Then the technician will return the client's device and collect payment. If payment is not collected the device will not be returned to its owner, and the phone will be stored for up to 90 days. Technicians have to make each client sign stating that they have received their iPhone and that payment was collected. Here clients will be asked if they want to opt-out of emails and newsletters to share with their friends and family.

Safety and Health

Part of a technician's duty is to make sure they are safe before repairing a device. The technician must be grounded with a wire to prevent static discharge affecting them or the client's device. The technician must make sure to repair the device on an anti-static mat, which must also be cleaned before using. Repair technicians have to wear safety glasses to prevent glass shards from hurting them. They must know what to do if a battery is on a meltdown where it could be dangerous to handle. If a technician experiences a battery smoking or a smell, they must stop using either the sand or place the device inside a flame retardant safe. Each employee must understand not to overlook the smallest detail because the devil is in the detail.

Due to Covid-19, the company will take extra precautions and abide by New York State regulations. Tech 23 will provide all clients with a mask if they don't have one before entering the store. Their temperature will be taken to ensure the employees' health and other clients are not at risk. Seating will be limited with the proper six feet social distancing allowed by the State. Hand sanitizer will be available with isopropanol wipes to clean the devices before handing them over.

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Manufacturing and Operations Plan

Operations management is essential for any business to be successful. The operations team will determine a business's success by implementing the right strategies to provide their products or services. Tech 23 L.L.C.'s C.E.O Kevin Jofat has determined that proper operations processes must be in place for the business plan to execute its mission. Tech 23 L.L.C. will be offering products and services for iPhone operating from Queens NY. To provide excellent service, the company will need quality products shipped from their supplier. Tech 23 will use a process flow chart to implement a proper supply chain strategy. According to Investopedia, a supply chain is a network between a company and its suppliers to produce and distribute a specific product to the final buyer (Investopedia, 2020). One will implement the four pillars of operations management: Process, Quality, Capacity, and Inventory.

Operating Cycle

Tech 23's operations advisor Dr. Richard Ponschock specified the importance of knowing the business's supply chain. The company must have processes implemented to be able to provide its client with excellent products and services. The operations supply chain will include where Tech 23 will be obtaining their products and where the product will be arriving. The supplier Tech 23 will receive modular parts and accessories is Maya Cellular Parts, located in San Gabriel, CA. Maya Cellular Parts will receive the order and ship the parts to Tech 23 (Unknown location) future address. The Logistics company used will be U.P.S, FedEx, and United States Postal Service (U.S.P.S) because these are the carriers affiliated to this supplier. These parts will be stored in the same facility where repairs will be done and where clients would drop off their device. The objective of having modular parts in

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the same location where the repairs will be performed is that the inventory will be accessible to employees to conduct fast and efficient services.

The second pillar of operations management is quality. Quality will be Tech 23's focus when providing service to their clients. Each modular part order will be of high quality, and an inspection will be done when the product is received to make sure the quality is proper to use. Before the repair is performed, an inspection will be completed ensure no signs of low quality. The display must be new with no lines on the display or cracks. The product could have been damaged in the stock room, so the proper step is to inspect before repairing.

Geographic Location

The third pillar of operations management is capacity. Tech 23's operations advisor Dr. Richard Ponschock specified the importance of capacity. The company will rent a facility for office, repair, and customer space in Queens, NY. Before renting a location to operate from, the management team will consider the capacity to hold inventory and necessary equipment on hand. Kevin and his team will consider space for repair, room for accessories, waiting area, stock room, and backspace for employees and the management team. The capacity of the place where everything is going to get completed is a priority to Tech 23. The facility will be close to M.T.A Public Transportations for employees to commute daily.

Facilities and Improvements

The facility Tech 23 will rent has to have enough space to have clients browse and wait. This space will be the location where all drop off repair services will be performed. This space will have all inventory orders put away to have the availability to service the client's needs. The site will have to be designed and furnished to have the necessary equipment to operate. The place needs to have shelves for accessories with some chairs so

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that clients could wait in the store. It is also essential to have a check-in and check-out counter so that clients would know where to drop off and pick up their devices. Behind the counter there will be a repair station with all the equipment needed to repair an iPhone in front of the customer. In the back, there will be two additional repair stations for device overflow. The back section will have a private office space for the owner to manage and operate Tech 23. Inventory will be kept in two locations. The first location will be in the front of house section behind the counter, and at the back of house section next to the repair stations. Security monitoring will be needed to ensure the safety of all working at Tech 23, which will have an alarm system and video surveillance.

Tech 23 startup is the beginning of expanding by hiring more employees to assist a large volume of clients. The expansion would increase the repair stations from three to six. Tech 23 will add one more repair station in the front of house and two more in the back of house. After the repair stations have been added, a new office desk will be placed in the assistant manager's back. Tech 23 hopes this expansion would be between the second and third years of operation.

Strategy & Plan

The last pillar of operations management is inventory. The order placed will consist of forecasted numbers that will be useful to have inventory list on hand. Tech 23 will preferably have a few safety stock of five so that sales and clients are not lost due to lack of inventory. In the first couple of weeks, the Master Production Schedule will only be forecast without any custom orders until a trend is seen. Inventory stock is an essential aspect of any operations team to function adequately. Tech 23 will require to have at least ten parts per device for modular repairs. The operations manager will be responsible for having inventory

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at all times while conducting flow charts, Master Production Schedule, and make sure all orders are placed to Maya Cellular Parts.

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Management Team

The management team is essential for any business plan to be successfully executed. This section will cover the managerial team and its leadership skills to perform and operate Tech 23. This section will detail the organization, key administrative personnel, management compensation, and ownership.

Organization

The executive role will be the President of the corporation, which will be the owner. The technical team will consist of a manager (Owner), an assistant manager who will be Mr. Jofat's brother and four employees. The assistant manager will be full-time and have a weekly salary of \$1000.00, while the other four employees will be a part-time working fifteen to twenty-five hours per week. The assistant manager will be assisting the owner with operations and open and close the store. The assistant manager will also help train new hires if the company decides to expand and hire more technicians.

Key Management Personnel

As stated, Kevin Jofat is the owner and manager of Tech 23 L.L.C. The owner has had experience working with cellphones from T-Mobile, Zagg Repairs & Screen Protectors, and Apple Inc. During this tenure, Mr. Jofat has gained managerial and leadership skills through his career and at his local church House of the King. He has also acquired other sets of skills such as empathy, customer service, sales, and technical skills. He has an undergraduate degree in Science Pastoral Ministry from Nyack College. He is currently working on completing an M.B.A. from Nyack College and hopes to use the knowledge to start up Tech 23 L.L.C. (A complete resume for Mr. Jofat will be available in the Appendix).

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Kevin will be the manager of the company and be responsible for the day to day operations. Mr. Jofat's responsibility will be to develop and train employees to repair iPhones while also placing orders on all products sold and used for repair services. This role will include scheduling employees for their shifts and processing payroll. He will also be the person to engage with small businesses and repair their iPhones at their work location. One of the main things Mr. Jofat will be focusing on is leading by example and demonstrating how to interact with customers and resolve conflict when they appear.

The assistant manager will be Danny Jofat, who is the owner's brother. He will be assisting the owner with daily operations and managing the team. Danny will be responsible for helping in hiring and training all employees and would be key holder right to open and close the business. He will be responsible for depositing all cash receivables every Friday before the start of his shift. Danny will gradually assist in creating work seduces suitable for each employee.

The first two part-time employees will have previous experience repairing iPhones or who have worked at Apple Inc. This employee will be responsible for repairing, selling, and assist customers in troubleshooting their iPhones. The employee will also help in weekly inventory of all products and update them on the inventory site. The employee would notify the owner of any missing or broken products. The other two part-time employees will help take care of customers and offer adequate service while the other worker is repairing. Gradually employee D will be taught to fix iPhone, but their primary role is to assist the front of house while everyone else is repairing.

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Management Compensation & Ownership

The compensation plan offered to Mr. Jofat is \$1,100.00 per week to manage and lead Tech 23. Mr. Jofat will also have an equity investment of \$30,000 to start up the company and cover expenses. This experience he brings will elevate the quality and understanding the company needs to succeed. Mr. Jofat will be the only owner and manager at Tech 23 until the company grows and can expand. The assistant manager will have a salary of \$1,000.00 per week. Danny will be loaning Tech 23 \$10,000.00 from the \$30,000.00 friends and family loan.

Table 11: Projected Weekly Schedule

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Tech 23 Projected Work Schedule									
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday			
9:00:00 AM	Kevin	Kevin	Danny	Kevin	Kevin/EB	DannyEA			
10:00:00 AM	Kevin/EA	Kevin/ED	Danny/EA	Kevin/EB	Kevin/EB	Danny/EA			
11:00:00 AM	Kevin/EA	Kevin/ED	Danny/EA	Kevin/EB	Kevin/EB	Danny/EA/EC			
12:00:00 PM	Kevin/EA	Kevin/ED	Danny/EA/ED	Kevin/EB	Kevin/EAEB	Danny/EA/EC			
1:00:00 PM	Kevin/EA	Kevin/ED	Danny/EA/ED	Kevin/EB	Kevin/Danny/EA/EB	Kevin/Danny/EA/EB/EC			
2:00:00 PM	Kevin/EA	Kevin/ED	Danny/EA/ED	Kevin/EB/EC	Kevin/Danny/EA	Kevin/Danny/EA/EB/EC			
3:00:00 PM	Danny/EB	Kevin/Danny/EC	Danny/ED	Kevin/EC	Danny/EA	Kevin/Danny/EA/EB/EC			
4:00:00 PM	Danny/EB	Kevin/Danny/EC	Danny/ED	Kevin/EC	Danny/EA/ED	Kevin/DannyEA/EB/EC			
5:00:00 PM	Danny/EB	Kevin/Danny/EC	Danny/ED	Kevin/EC	Danny/EA/ED	Kevin/EB/EC			
6:00:00 PM	Danny/EB	Danny/EC	Danny/ED	Kevin/EC	Danny/ED	Kevin/EB/EC			
7:00:00 PM	Danny/EB	Danny/EC	Danny/ED	Kevin/EC	Danny/ED	Kevin/EB			
8:00:00 PM	Danny	Danny	Danny	Kevin	Danny/ED	Kevin/EB	Total Hrs	Salary	Rate
Kevin	6	8	0	12	6	8	40	\$ 1,100.00	
Danny	6	6	12	0	8	8	40	\$ 1,000.00	
Employee A	5	0	5	0	6	8	24	\$ 456.00	\$ 19.00
Employee B	5	0	0	5	5	8	23	\$ 414.00	\$ 18.00
Employee C	0	5	0	5	0	8	18	\$ 288.00	\$ 16.00
Employee D	0	5	8	0	5	0	18	\$ 288.00	\$ 16.00

Sustainability and Impact

The world is experiencing Environmental issues caused by years of global warming and disregard for the planet. Humanity is responsible for climate change and endangering wildlife through greenhouse gas emissions and activity. According to Michael Houlihan and Bonnie Harvey customers prefer sustainable companies (Houlihan & Harvey, 2018). Houlihan and Harvey details a report conducted by Nielsen Global Connect that states “Brands that are able to strategically connect (sustainability) to actual behavior are in a good place to capitalize on increased consumer expectation and demand.” (Houlihan & Harvey, 2018). It is clear consumers want companies to be sustainable with their products and “labor practices to the environmental impact of their production.” (Houlihan & Harvey, 2018).

Tech 23 understands the consequences of continuing to pollute the planet, which is why sustainability is crucial for the next generation to thrive. One of the main issues with smartphones is that if not appropriately recycled, they damage the environment. In the industry, Apple is leading to create innovative devices that “leave their mark on the world instead of the planet” (Apple, 2020). iPhone now has recyclable parts, so Tech 23 promotes

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clients to repair their devices instead of upgrading. iPhones are being designed more durable and longer-lasting materials so that clients can use their device to its highest potential.

The steps taken to optimize repairs is by recycling all broken display back to Maya Cellular Parts. Maya Cellular Parts accepts broken displays to replace the glass and reuse. The recycling program will allow other clients to repair their devices without creating a new product and tossing the broken display in the trash. Maya Cellular parts will also properly recycle all displays and battery's the company sends them. These modular parts can be hazardous if disposed of improperly, so Tech 23 will take ownership to reduce any carbon footprint.

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Overall Schedule

Tech 23 overall scheduling plan is to kick things off by filing for the article of incorporations in New York State for a limited liability company. The process usually takes about six to seven weeks to have something finalized and ready to apply for New York State licenses to operate an electronic store. This license takes about four to six weeks for the New York State Department of Taxation and Finance to mail the Certificate of Authority. The license will be in effect at beginning of the year 2021 during the first three months. During this time, Mr. Jofat will be obtaining the \$30,000 loans from his friends and family. These three tasks are crucial for Tech 23 to start the takeoff route.

The next few steps include obtaining suppliers' contracts to acquire wholesale products for the business. The negotiations should start in early March and have time to finalize the details in July. Around March 1st, Tech 23 will be looking for a rental space to establish itself. The reason the Tech 23 will start to search early for a place is that there are times that locations are not available immediately and also gives wiggle room for the design and development to remodel. Before starting the remodeling process, Tech 23 needs to start marketing themselves in the community. Tech 23 will be giving away mugs and pens during a community outreach to feed children and families. There will be hotdogs and burgers for the families to stop by and enjoy the summer weather. During this time, coffee will be served in Tech 23 Mugs to produce a warm welcome within the community.

The design and development phase has to start on June 25th so that the location can be ready by July 31st. The store is required to be up to date so that training can begin on August 1st. The hiring process will start on June 1st to allow many candidates to apply and finalize the hiring process on July 21st. The employee training demonstrates the company's culture while

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also going over the procedure and how to place and receive inventory. During these couple of weeks, the employees will be trained to use the system and learn how to perform a repair.

Kevin will start creating a flexible workflow schedule for employees. The schedule will include hours of operations and rest breaks for the employees to recharge. Finally, the grand opening day is set to be September 1st, where the first ten clients will receive a free screen protector after the repair is complete.

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Table 12: Scheduling Plan

	Task	Priority	Responsible	Start Date	Date of Completion
1.	Creating L.L.C. Incorporation with the State	High	Owner	1/5/21	3/1/21
2.	Obtaining NYS Licenses	High	Owner	3/1/21	4/15/21
3.	Obtaining Loans from friends and Family	High	Owner	3/10/21	4/2/21
4.	Obtaining contracts with case suppliers	Medium	Owner	3/15/21	7/1/21
5.	Creating an Account with Maya Parts	Medium	Owner	3/15/21	7/1/21
6.	Rental Space 5-year lease	High	Owner	3/1/21	6/15/21
7.	Hiring Process	Medium	Owner	6/1/21	7/21/21
8.	Marketing/outreach	High	Owner	7/15/21	-
9.	Design & Development	High	Owner	6/25/21	7/31/21
10.	Creating a workflow schedule that's flexible for employees.	High	Owner	7/1/21	7/21/21
11.	Employee Training	High	Owner	8/1/21	8/31/21
12.	Inventory Placed	High	Owner	8/1/21	8/5/21
13.	Inventory Received	High	Owner	8/12/21	8/12/21
14.	Grand Opening	High	Owner	9/1/21	9/1/21

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Critical Risks, Problems, and Assumptions

There are many risks that Tech 23 can experience during this venture. A couple of risks that one can expect is fraud, modified iPhone after a repair, Covid-19, price cuts by competitors, and negative industry trends. One can attempt to mitigate these risks by having a plan to dodge any unwanted results.

In most cases, many businesses face the risk of credit card and cash fraud. Tech 23 will have counterfeit money markers to asset all employees identifying counterfeit. Each employee will be trained to identify counterfeit based on the features each monetary bill has. They will be able to feel and see the indicators the United States has placed on its currency. To mitigate credit card fraud, the name on the card must match the client's identification card. Only Government and state photo identification cards will be accepted, excluding EBT cards. If a client decides to use Apple Pay, Samsung Pay, or any other contactless card, they will have to close their device and use the locked features to access their cards. Gift cards will not be accepted to prevent fraudulent purchases associated with those cards and balances.

The second area of risk is when a client's iPhone has been repaired. There are times that clients have changed the display for cheaper displays. Tech 23's technicians will have to identify the product they use and sell. If a client returns with a different display requesting a warranty issue, the technician must inspect and scan the product to match the serial number used in the past. The technician will also inspect if modifications have been made after the repair was complete.

The third significant risk is the Covid-19 global pandemic affecting sales and shipment. One of the major issues seen that has affected small businesses is that small

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businesses have had to close due to New York State regulations. According to Kerry Hannon from Forbes, the coronavirus has impacted small business owners. “Almost half have already seen reduced customer demand. And 38% aren’t confident in the financial future of their business, up markedly from 15% in January. (Hannon, 2020). If the number of clients projected in the pro forma statements doesn't come close, Tech 23 will struggle to maintain its doors open. If shipments are delayed due to Covid-19 related closures, Tech 23 will have to place orders weeks in advance before inventory runs low. Another area Covid-19 can affect operations is if the cost to purchase goods increase because of import tariffs and demand. Tech 23 will attempt to find multiple case vendors with enough stock in the United States to have a quicker turnaround time.

The fourth area of risk is if competitors start to drop their repair prices. Tech 23 already offers lower prices than competitors, and if they were to lower their cost, it will affect projected profits. Tech 23 will have to lower their prices to match or go below competitors’ sales price. Although tech 23 could adjust their price sales, projections may not be achieved. Clients might want to negotiate the prices lower than what they were charged. The price match will cause Tech 23 to either lower the cost or refuse the repair. Everything will be based on potential profit and labor.

The final risk Tech 23 will have to consider is negative industry trends that may affect how consumers spend. Tech 23’s unfavorable industry trend is for consumers to upgrade to the latest iPhone. These trends will cause iPhones to be put away in their drawers as a backup device. Consumers may choose to trade in their devices to get credit for their new purchase. This means that Tech 23 will not repair these devices while carriers and manufacture sell new updated versions. Another negative side of clients upgrade their

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devices are that Tech 23 will not have access to upgrade the latest releases until the display are available to purchase months later. Usually, when the display is available, the prices are incredibly high and leave little for profit.

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The Financial Plan

The financial plan is what determines if a startup company will be successful. Tech 23 has created financial statements to back up the entire structure of the business plan. According to Chris Murphy, financial statements are written records that convey business activities and its economic performance. A financial statement is comprised of an income statement, a balance sheet, and a cash flow statement. An income statement's primary focus is to determine a company's profit and loss based on its revenues and expenses during a specific period. The purpose of a balance sheet is to balance a firm's assets against its liabilities or stockholder's equity. The purpose of the cash flow statement is to summarize the cash flow over a period of concern.

Income Statement

Tech 23's pro forma income statement shows an overview of the profits and loss during the first year of operations. The first year which is the startup year in September of 2021 to August 31, 2022, forecasts a profitable year. An estimated total sale of \$296,000.00, the first year minus the cost of goods sold of \$83,252.00. The difference gives Tech 23 room to pay back both loans and cover all expenses. The overall annual money is \$406,000.00, with an annual expense of \$323,077.00. The total profit for year one is \$82,923.00.

The second year is similar but with a higher sales total of \$355,750.00 from September 1, 2022, to August 31, 2023. The total goods sold are \$98,769.00, which leaves \$256,981.00 of profit after purchasing inventory. The total annual revenue is \$355,750.00, with a yearly expense of \$310,545.00, leaving \$45,205 of annual profit. The third year provides an encouraging result of \$417,500.00 of total sales minus \$114,386.00 for total

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goods sold. The total annual expenses increased because of the cost of goods sold. Based on these numbers Tech 23 is left with expenses of \$326,162.00 and a total profit of \$91,338.00

Balance Sheet

The balance sheet is created during the first day of business, which is September 1, 2021. The balance sheet provides information on the total assets of \$120,000.00, which is a combination of cash on hand, inventory, equipment, and furniture. The long-term liabilities are loans Tech 23 received from family and friends and investors. This first loan is of \$30,000, which will help the company stay afloat during the first couple of years until profit is obtained. The second loan is from investors for the amount of \$50,000. The owner will also put in \$30,000.00 to assist in inventory help and cover any payroll expense. Total liability & equity is \$110,000.00.

Cash Flow Statement

The cash flow statement provides an overview of monthly money in and money out. The statement helps Tech 23 understand the opening balance and the closing balance of every month. In addition, the cash flow statement provides years of two to five annual projections on income and expenses. This report shows that the \$30,000 loan from friends and family and \$50,000.00 will be paid off by the end of year five. In the first year, the company will have a repayment cost of \$1000 towards the investor's loan and \$400 towards the friends and family loan starting in the sixth month. The friends and family repayment cost will increase in year four to \$700 per month, then in the fifth-year payment will be increased to \$800 per month to finish paying off the loan by August 31, 2025. Year five also shows a closing balance of negative \$318,644.40 after paying back the loan.

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Table 13: Cash Flow 5 Year Forecast

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	2021	2022	2023	2024	2025
Opening Balance	\$ -	\$ 82,923.00	\$ 128,128.00	\$ 219,466.00	\$ 308,323.00
Money In					
Owner's Capital	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -
Friends & Family Loan	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -
Sales	\$ 296,000.00	\$ 355,750.00	\$ 417,500.00	\$ 422,700.00	\$ 432,000.00
Investors	\$ 50,000.00	\$ -	\$ -		
Total Money In	\$ 406,000.00	\$ 355,750.00	\$ 417,500.00	\$ 422,700.00	\$ 432,000.00
Money Out					
Startup Cost	\$ 30,449.00				
Loan Repayment	\$ 14,400.00	\$ 16,800.00	\$ 16,800.00	\$ 20,400.00	\$ 21,600.00
Goods for Resale	\$ 83,252.00	\$ 98,769.00	\$ 114,386.00	\$ 118,467.00	\$ 124,947.00
Advertising	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00
Website	\$ 264.00	\$ 264.00	\$ 264.00	\$ 264.00	\$ 264.00
Accounting	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Digital Marketing	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00
Utilities	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00
Rent	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00
Property Insurance	\$ 1,380.00	\$ 1,380.00	\$ 1,380.00	\$ 1,380.00	\$ 1,380.00
Liability Insurance	\$ 1,860.00	\$ 1,860.00	\$ 1,860.00	\$ 1,860.00	\$ 1,860.00
Worker's Compensation	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00
Payroll	\$ 145,392.00	\$ 145,392.00	\$ 145,392.00	\$ 145,392.00	\$ 145,392.00
Total Money Out	\$ 323,077.00	\$ 310,545.00	\$ 326,162.00	\$ 333,843.00	\$ 341,523.00
Closing Balance	\$ 82,923.00	\$ 128,128.00	\$ 219,466.00	\$ 308,323.00	\$ 398,800.00

Proposed Funding

Tech 23's owner, Mr. Jofat will be using \$30,000 as capital to help start up the venture but, \$30,000 is not enough. Loans will be gathered from friends and family, who will be a sum of \$30,000. Mr. Jofat has reached out to his friends and family, which have agreed to loan \$30,000 collectively. These loans will help Tech 23 operate during the first year, but funds are needed to cover the startup cost of \$30,449.00 described in the Economics of Business section.

The proposed funding is to get investors to provide Tech 23 with a \$50,000 loan that will help cover the startup costs, and the rest will be used for expenses during the first year. This loan will be paid back for five years with a payment rate of \$1,000.00 a month for five years. This will give Tech 23's investors \$10,000 of interest at the end of the five-year term. The second proposed funding is to get investors to provide Tech 23 with a \$50,000 loan for

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a five-year period. This loan will be paid back during five years with a payment rate of \$1,100.00 a month for 5 years. This will give Tech 23's investors \$16,000 of interest at the end of the five-year term.

Tech 23 know that this venture will be successful if funding is provided while executing the research and content of this venture. Tech 23 hopes to get investors excited in this venture, believing that the company is prepared to face any situation. The company has come up with strategies to mitigate competitive rivalry by executing this venture plan.

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Appendix A: Work Authorization Form

Repair Disclaimer Form

Repair #: _____ **Service(s) requested:** _____ **Model:** _____

Customer Name: _____ **Phone #:** _____

Email: _____

Confirm the following are operational: (Check for operational, Circle if being fixed)

Functions	Initial Review	Return Review	Comments
LCD Visible	Yes/No		
Digitizer Responsive	Yes/No		
Camera(s)	Yes/No		
Home Button	Yes/No		
Power Button	Yes/No		
Internal/External Speakers	Yes/No		
Charging Dock	Yes/No		
Service Signal/Wi-Fi	Yes/No		
Dent, Ben, or Scratches	Yes/No		
Technician Notes:			

Restore Guarantee

Tech 23 warranties the part(s) we sell for 365 days. The warranty is voided by any damage or changes to the device or firmware by the consumer or another repair center, physical/liquid damage, or software changes (i.e., updates, jail breaking, or unlocking). Tech 23 cannot cover any secondary issues on devices that are unlocked or display signs of liquid damage. *Tech 23 is not responsible for any data loss during the repairs. We suggest you back up all data on iCloud, iTunes, or any other backup system prior to sending in the phone. To complete your repair, we may have to restore your phone to original factory setting. If we are unable to repair your phone, we will refund your part cost; labor is non-refundable. *Due to the complication involving with water damage and jail broken/unlocked devices, any loss of functionality or secondary issues on these devices are not covered under our warranty. Tech 23 will not release the device until all payments are paid in full.

Disclaimer:

I hereby authorize the employee(s) of Tech 23 to open and repair my device. I acknowledge the possibility that my device may have secondary issues that cannot be assessed before the initial repair is performed, and that JC & K Communications cannot be held responsible for these issues. I agree to understand that in such circumstance the employee(s) will do their best to assess the situation and provide a fair and appropriate solution. **(ANYTHING can happen when a device is dropped and broken. Nobody will know what is wrong past the obvious external damage until the actual device is opened up and possibly even until it is put back together. Internal problems can appear weeks after the original damage.)**

Sign here authorizing the repair: _____

Technician Signature: _____

The restore was performed to my expectations and I am satisfied with the results of the restoration.

Customer Signature: _____ **Date:** _____

Tech 23 L.L.C.

Appendix B: Resume

Address: 133-40 88th Street
Ozone Park NY, 11417

Email: K.Jofat23@gmail.com
Phone: (347) 553-5584

Kevin Jofat

Objective: To obtain a position that would enable my skills and contribute to a company's growth

Education: September 2019- December 17, 2020 Nyack College

2 Washington Street
New York NY, 10004

Major: Master of Business Administration – Management

September Graduated Nyack College May 2019

2 Washington Street
New York NY, 10004

Major: Bachelor of Science

2004-2008 Graduated John Adams High School

101-01 Rockaway Blvd
Ozone Park, NY, 11417
High School Diploma

Professional Experience:

09/04/2018-Present: Technical Specialist: Apple Inc.

- Knowledgeable of Apple Products and Services in order to create a memorable positive experience for customers
- Acknowledge, align, and Assure
- Providing solutions based on customer specific needs. (Personal, Business, & Education)
- Support my peers within many areas of the Apple Store such as the Genius Bar, Backstage Operations, Business, and Visuals.
- Customer Service through the Apple Steps of Service
- Troubleshooting customer devices as well as instore devices and printer
- Conflict Management when dealing with customers
- Identifying the problem and offer multiple solutions
- Time Management & Organization skills through the company assisting different retail departments
- Comply with safety regulations for Genius Bar repair room
- Providing constructive feedback to peers and management

1/1/2015-12/31/18: Administrator: Casa Del Rey (House of the King)

- Keeping up to date all financial and payment record (Accounts Payable, Accounts Receivable, Profit & Loss Report, Balance sheet, Cash Flow statement, General ledger on Multiple Accounts)
- Keeping up to date inventory for the Book Store using Microsoft Excel
- Administration of multiple church departments
- Programing events with flyers and invitations
- Using Quick Books, Microsoft Word, Excel, PowerPoint etc.

Spring 2020

Tech 23 L.L.C.

- Maintaining pastors church schedule
- Coordinating with other church leaders to plan events
- Digital and physical filling of documents and records
- Train and develop new hires in their respective role

07/14/2017-09/03/2018: Product Zone Specialist: Apple Inc.

- Knowledgeable of Apple Products and Services in order to create a memorable positive experience for customers
- Providing solutions based on customer specific needs. (Personal, Business, & Education)
- Support my peers within many areas of the Apple Store such as the Genius Bar, Backstage Operations, Business, and Visuals.
- Customer Service through the Apple Steps of Service
- Troubleshooting customer devices as well as instore devices and printer (PZ Operations Team)
- Providing constructive feedback to peers and management

12/03/2015-11/18/2016: Office Manager, AutoCad Designer, Bookkeeper: Citywide Fire Systems

- Maintaining all office operations and procedures
- Maintaining office staff by orienting and training employees
- Maintaining office staff job results by coaching, counseling, and disciplining employees; planning, monitoring and appraising job results.
- Company Payroll
- Training new employees
- Develop positive customer relationships
- Maintaining professional and technical knowledge on State Laws (NBAT, Department of Building, New York Fire Department, Department of State and Finance, Department of Motor Vehicles)
- Managing relations with customers, prospective clients, vendors, service providers, C.P.A., landlord
- Maintaining QuickBooks financial records up to date (Accounts Payable, Accounts Receivable, Profit & Loss Report, Balance sheet, Cash Flow statement, General ledger on Multiple Accounts)
- Using AutoCAD to design Fire Suppression System, Mechanical, and Plumbing
- Using Quick Books, AutoCAD, Microsoft Word, Excel, PowerPoint etc.

05/02/2014-1/7/16: Sales Associate/Repair Technician: Zagg

- Customer Service
- Sales and up-sell of all cell phone accessories.
- iPhone/iPad repair services.
- Develop positive customer relationships.

07/12/2010-06/18/2012: Retail Sales Associate: T-Mobile USA

- Customer Service
- Experience in sales and bill payment

Tech 23 L.L.C.

- Assist in training and development of Sales Associate staff, coaching and developing associates to increase and maximize their individual and team performance in all sales and operational functions
- Build customer confidence by making the store experience interactive, engaging and reassuring.
- Inventory count of all products
- Maximize customer experience by "solving the whole problem"
- Make the most effective use of store displays and interactive devices for each of our customers.
- Keeping abreast of the rapidly evolving T-Mobile technology.
- Develop positive customer relationships.

Languages: Bilingual (English & Spanish)

Licenses: Notary Public, Driver's License

Appendix C: Financial Statements

TECH 23 L.L.C. PRO FORMA CONSOLIDATED STATEMENT OF OPERATIONS

	Year Ended September 31,		
	2022	2023	2024
Net product sales	\$ 33,000	\$ 41,500	\$ 55,000
Net service sales	\$ 322,750	\$ 376,000	\$ 429,250
Total net sales	\$ 355,750	\$ 417,500	\$ 484,250
Operating expenses:			
Cost of sales	\$ 98,769	\$ 114,386	\$ 132,003
Marketing	\$ 1,200	\$ 1,200	\$ 1,200
Technology and content	\$ 264	\$ 264	\$ 264
Total operating expenses	\$ 100,233	\$ 115,850	\$ 133,467

TECH 23 LLC PRO FORMA BALANCE SHEET September 1, 2021

ASSETS		LIABILITIES AND SHAREHOLDERS' EQUITY	
Current Assets		Current Liabilities	
Cash and cash equivalents	\$ 55,700	Accounts Payable	\$ -
Accounts receivable	\$ -	Total current liabilities	\$ -
Inventory	\$ 40,000		
Total current assets	\$ 95,700	Long-term debt	\$ 80,000
Property and equipment		Total Liabilities	\$ 80,000
Equipment	\$ 7,600	Shareholder's Equity	
Furniture	\$ 6,000	Additional paid-in capital	\$ 30,000
Less accumulated depreciation	\$ (700)	Total liabilities and shareholders' equity	\$ 110,000
Total Assets	\$ 110,000		

Tech 23 L.L.C.

TECH 23 L.L.C.					
PRO FORMA					
CONSOLIDATED STATEMENT OF CASH FLOWS					
	2021	2022	2023	2024	2025
Opening Balance	\$ -	\$ 88,156.00	\$ 140,494.00	\$ 241,965.00	\$ 366,760.00
Money In					
Owner's Capital	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -
Friends & Family Loan	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -
Sales	\$ 355,750.00	\$ 417,500.00	\$ 484,250.00	\$ 520,750.00	\$ 535,250.00
Investors	\$ 50,000.00	\$ -	\$ -		
Total Money In	\$ 465,750.00	\$ 417,500.00	\$ 484,250.00	\$ 520,750.00	\$ 535,250.00
Money Out					
Startup Cost	\$ 30,449.00				
Long Term Repayment	\$ 14,400.00	\$ 16,800.00	\$ 16,800.00	\$ 20,400.00	\$ 21,600.00
Goods for Resale	\$ 98,769.00	\$ 114,386.00	\$ 132,003.00	\$ 141,579.00	\$ 143,859.00
Advertising	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00
Website	\$ 264.00	\$ 264.00	\$ 264.00	\$ 264.00	\$ 264.00
Accounting	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Digital Marketing	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00
Utilities	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00
Rent	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00	\$ 36,000.00
Property Insurance	\$ 1,380.00	\$ 1,380.00	\$ 1,380.00	\$ 1,380.00	\$ 1,380.00
Liability Insurance	\$ 1,860.00	\$ 1,860.00	\$ 1,860.00	\$ 1,860.00	\$ 1,860.00
Worker's Compensation	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00	\$ 2,880.00
Payroll	\$ 184,392.00	\$ 184,392.00	\$ 184,392.00	\$ 184,392.00	\$ 184,392.00
Total Money Out	\$ 377,594.00	\$ 365,162.00	\$ 382,779.00	\$ 395,955.00	\$ 399,435.00
Closing Balance	\$ 88,156.00	\$ 140,494.00	\$ 241,965.00	\$ 366,760.00	\$ 502,575.00

Spring 2020