**Final Business Plan**



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# I. Executive Summary

Water entertainments are popular and frequented by many United States citizens and tourists, mainly due to the country being surrounded by oceans. On the other hand, this fascinating underwater world is not accessible for everybody. People’s age and health conditions as well as the water temperature are some factors that can limit marine enthusiasts of experiencing this aquatic sport. By considering these previous elements, Davy Jones Sub Tours wants to create an alternative entertainment by offering semi-submersible tours. The Scenic and Sightseeing Transportation, Water industry is well known in Monterey Bay, CA and South Beach Miami, FL and Davy Jones Sub Tours has seen an opportunity to grow a successful company at these two locations. The company’s only direct competitor in the United States is Catalina Adventure Tours located in Long Beach, CA. The concept of Davy Jones Sub Tours is to offer to passengers the opportunity to immerse 10 feet under the surface aboard a semi-submersible boat. Also, since Kyoto Protocol, people are considering the impact of their activities in the environment, now more than ever. The company’s vessels are going to be powered by the energy from the 18 solar panels installed on each boat and from biodiesel gasoline, which are environmentally friendly alternatives. Davy Jones Sub Tours wants to make a difference on the way to explore the marine world with a conservative and protective conscious of the environment.

The entertainment will consist of six 1-hour tours per day in Monterey Bay in addition of three 1-hour tours and two 2-hour tours in South Beach Miami. By navigating aboard Davy Jones Sub Tours’ vessels, the 48 passengers will get the opportunity to admire a diverse amount of marine life and wrecks. They will have the chance to feed fish in their habitats by a “torpedo-like” system incorporated in the vessel. Passengers are going to be entertained and educated by the three crew members consisting of a licensed captain, a graduated guide in marine science and a photographer. This photographer will capture the exciting moments during each tour and these souvenirs will be on sale at the gift shop and on the company`s website. At each location, a gift shop will sell different promotional items with the company's logo and tagline “Explore the Unknown”.

Davy Jones Sub Tours wants to primarily target tourists and students from Monterey and Miami areas. The company wants to approach the aquariums at each location and other popular tourist locations; such as hotels, motels, restaurants, car rental agencies and airports to promote the new venture and to sell tour tickets. A website will be created to make everything convenient for the customers. Photo Albums and promotional items will be available on the company website, in addition to each location’s gift shop. Social medias such as Facebook, Twitter and Instagram will be an interactive way to communicate with passengers and advertise to future customers.

Marilaine Savard is the Chief Executive Officer of Davy Jones Sub Tours and is overlooking every division of the company. Audrey Hamel-Thibault is the Chief Operating Officer and second in command of the company. She is managing the everyday operations of the venture. Josh Kern is the Chief Financial Officer of Davy Jones Sub Tours. Jose Gonzalez is the Chief Sales and Marketing Manager. He is managing the day-to-day sales and running the Marketing Department. Christian Garcia is the Chief Technological Officer of the new venture.

Davy Jones Sub Tours will be profitable after the first month of business. Davy Jones Sub Tours projects total sales to be $4,194,950 in the first year, $4,998,733 in year 2, and $5,920,526 in year 3. After the first year, the company will make a net profit of $1,721,793 in the first year. Davy Jones Sub Tours projects a 20% growth in sales each year for the first 3 years. Davy Jones Sub Tours is going to have a net profit of $2,525,576 in year 2 and $3,447,369 in year 3.

Davy Jones Sub Tours’ major startup expenses include the two semi-submersible submarines, the 36 solar panels, the promotional distract fee, and the inventory of the two gift shops. The company will also reserve 1% of revenue towards marketing and advertising, for a total startup cost of $6,424,558. In order to make the business possible, the founders of Davy Jones Sub Tours have each invested $10,000 into the company and will be receiving a 5-year loan from Rabobank of $3,187,279. The company will also receive an investment of $3,187,279 from an investor, Mark Cuban.

# II. Business Concept and Opportunity

**Service Description**

The concept of Davy Jones Sub Tours is to offer tours to passengers aboard a semi-submersible boat of 65 feet. Passengers will have the opportunity to immerse 10 feet under the surface to discover what has been rarely seen. The company will be based in Monterey Bay and South Beach Miami, cities where one of the primary economic activities is tourism. The semi-submersible has the capacity to welcome on board 48 passengers in addition to its 3 crew members. This crew consists of a licensed captain, a graduated guide in marine science and a photographer. The company wants to provide its passengers with the opportunity to feed fish in their habitat by an automatic system incorporated in the vessel. One of the prior company’s commitment is to make a difference on the way to explore the marine world with a conservative and protective conscious of the environment. Davy Jones Sub Tours will accomplish this by using solar panels, as alternative energy. When solar energy will not be possible to use, biodiesel gasoline will be the second source of power. Biodiesel is a more environmentally friendly alternative to regular diesel because it’s non-toxic and biodegradable (Biodiesel). Not only does Davy Jones Sub Tours want to be a more sustainable company, its other objective is to provide educational and fun filled tours with guides, knowledgeable of marine science. The company provides customers with the possibility to discover the unknown, while also educating themselves about the marine life and the "green" energy.

**Target Market**

***Tourists***

The company wants to attract tourists who are visiting Monterey Bay and South Beach Miami. These two areas are located in counties where the economy is primarily tourist-driven. In 2003, 10.4 million overnight visitors came to Greater Miami where is located South Beach Miami, and over 8.5 million visitors came to Monterey County in 2007 (Miami: Economy, 2009 & Keys industries, 2013). By considering these facts, Davy Jones Sub Tours knows that putting efforts on targeting tourists for its new venture will be a worth energy investment for the company.

***Schools***

A census has been made by the company to know how many schools are in the two targeted areas. For all education levels, more than 1000 schools in Miami County and over 150 in Monterey County have been totalized (GreatSchools.org, 2013). These data represent an impressive amount of potential customers for the company.

Number of schools in Monterey and Miami Counties (GreatSchools.org, 2013)

|  |  |
| --- | --- |
| **Miami** | **Monterey** |
| Miami: 950  Hialeah: 186  Homestead: 117  Opa Locka: 60  Miami Beach: 35  Key Biscayne: 7 | Salinas: 97  Monterey: 23  Seaside: 19  Carmel: 11  Marina: 10  Pacific Grove: 8  Castroville: 7  Spreckels: 2  Carmel Valley: 2 |

**The need of the market**

One of the first economic activities of both locations is the tourism, Many people come to Monterey Bay and South beach Miami to discover the amazing marine life. There are many different ways to explore this underwater world; scuba diving, whale watching tours or aquariums, but until now, there was nothing that could offer to customers the opportunity to easily be completely immersed underwater. A lot of people can’t explore the amazing life that is beneath the surface due to their age, health conditions and the water temperature.

Since The Kyoto Protocol, people from around the globe are concerned about the impact of their activities and the effect of their ecological footprint on the environment. The CO2 produced by different kinds of boats in the industry of tourism have a carbon footprint by using fuel (Boat Carbon Footprint, 2007). People support more than before sustainable businesses.

**How the company is meeting the need**

Davy Jones Sub Tours is the first company of its kind in both locations. The new venture wants to offer a new opportunity for all age groups to explore the underwater life in its natural habitat. The company’s goal is to make this underwater adventure accessible for everybody, no matter their age group and physical or health conditions. Passengers will simply have to enjoy their experience under the sea, from the comfort of their seat.

The company will meet the environmental need by navigating the ocean while having respect for the earth. The company wants to be aware of its carbon footprint and its impact on the warming of the planet. By using solar panels and biodiesel to power the vessel, Davy Jones Sub Tours is the best solution to explore the local attractions and marine life, while protecting waterway areas.

**The uniqueness of the service**

The company’s mission is to provide a unique service to its passengers. The company strives to bring new lights to a world that has not often been seen or explored. Davy Jones Sub Tours believes that the tours provided are the easiest way to explore the real underwater life and to be sensitive concerning the impact on the environment. The new venture will give customers the opportunity to explore this incredible natural show, while at the same time educating them on this amazing underwater world.

**The management team**

Davy Jones Sub Tours is led by a group of five highly educated college students. Josh Kern, Marilaine Savard, Jose Gonzales, Audrey Hamel-Thibault and Christian Garcia all have four years of college experience. Marilaine Savard has completed her master degree in Physical Therapy. Jose Gonzales and Christian Garcia have received their Associates degree in Social Behavior. Josh Kern was awarded four Associates degree in Arts, Economics, Business Administration and Marketing. Audrey Hamel-Thibault has completed her Undergraduate degree in Kinesiology. This group of leaders with great expectations and brilliant business ideas have what it takes to make the company successful.

# III. Industry Analysis

Davy Jones Sub Tours will be included of the Scenic and Sightseeing Transportation, Water (NAICS Association). The company’s NAICS code is 487210, which is used to identify the industry. Code 487210 includes companies providing excursion boat operations and harbor sightseeing tours, which are both relevant to Davy Jones Sub Tours. Other examples of code 487210 include; airboat operations, charter fishing boat services, whale watching excursions and dinner cruises. Davy Jones Sub Tours will be competing with companies in this industry, primarily popular whale watching tours and sightseeing companies (NAICS Association).

**Industry General Forces**

Socio-Cultural Factors

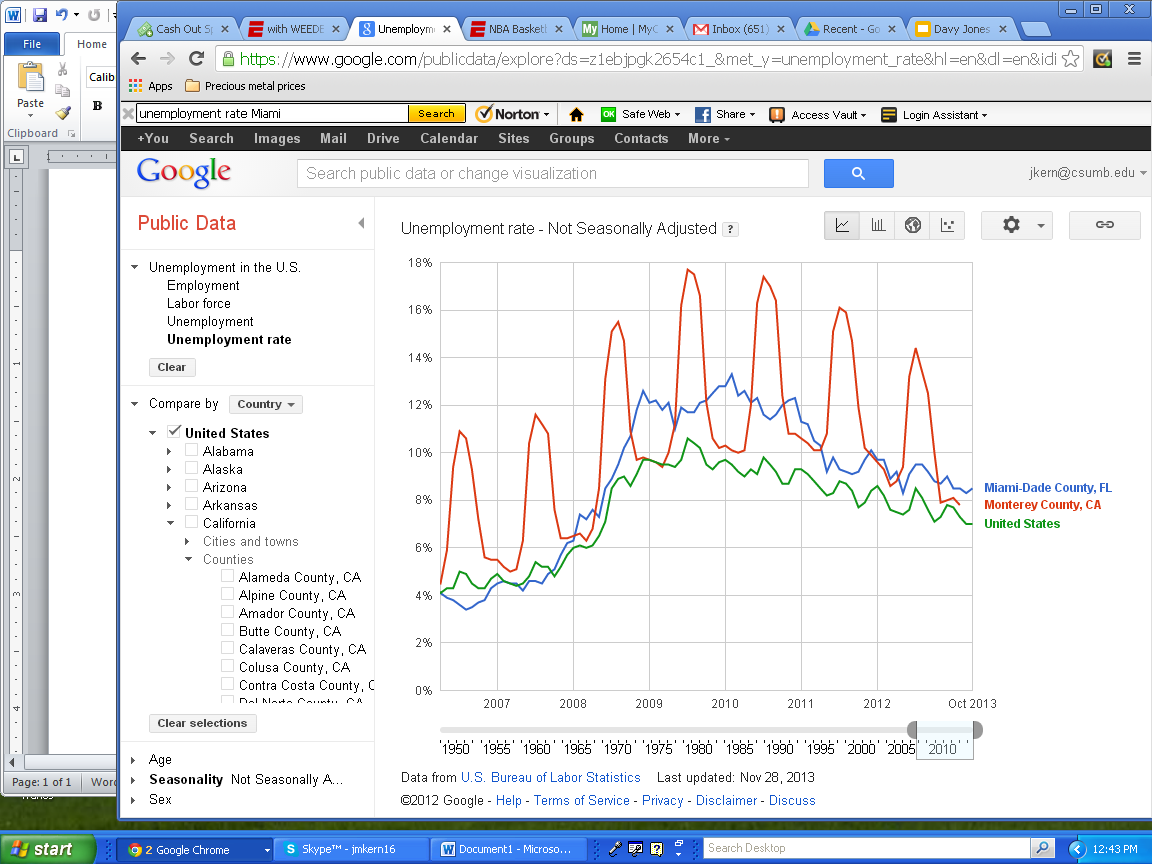
Since The Kyoto Protocol, people from around the globe are concerned about the impact of their activities and the effect of their ecological footprint on the environment. The CO2 produced by different kinds of boats in the industry of tourism have a carbon footprint by using fuel (Boat Carbon Footprint, 2007). A social emphasis is put on alternative forms of energy; such as wind, solar, biofuels, etc. People’s interest concerning “green” products is increasing (Barringer & Ireland, 2012).

Submarine travels are becoming more popular. Several wealthy individuals have recently purchased luxury submarines, including James Cameron, Richard Branson and Paul Allen (Pemberton, 2013). Customers are becoming more socially aware of the possibility of traveling underwater.

Technological Factors

The technological advances within the industry can be related to the advances of the submarines technology (e.g. speed, fuel efficiency, fuel delivery system, horsepower and weight of the boat, and so forth). These factors all have an impact on the performance of the vessels. (Choosing the right, 2013) There are also advances in the solar panels capacity; such as the weight, the material, the self-cleaning system, etc (Power boosting self-cleaning, 2013). Advances of pictures' quality and display are also important to consider for companies who are using this technology.

Economic Factors

 Unemployment rate from 2006 to 2013 (Miami & Monterey County and US)

(U.S. Bureau of Labor Statistics)

The unemployment rate of local areas is important to consider. As the graph shows, in October, 2013, Monterey County had an unemployment rate of 7.8% and Miami-Dade County, an unemployment rate of 8.3% (U.S. Bureau of Labor). The United States average unemployment rate raised from 6% to nearly 10% in 2008 (U.S. Bureau of Labor). Monterey County and Miami-Dade County have the lowest unemployment rate since, the extreme increase in unemployment rate, in 2008 (U.S. Bureau of Labor). Miami-Dade County and Monterey County both have a higher unemployment rate than the United States average (U.S. Bureau of Labor).

In 2012, Gross Domestic Product increased in California of 3.8% over the year, Florida increased of 3.3% (U.S Government Spending). In 2012, GDP was $2,003.5 Billion dollars in California and increased to $2,080.6 Billion dollars in 2013 (U.S. Government Spending). In 2012, GDP was $777.2 Billion dollars in Florida and increased to $803.2 Billion dollars in 2013 (U.S. Government Spending).

In 2002, California had the greatest amount of tourist spending over the United States and Florida was ranked second (Steighorst, 2004). During the year 2002, California’s visitors have spent over $62.2 billion dollars and 54.5 billion dollars in total spending in Florida (Steighorst, 2004). In 2012, California have seen its total tourists spending reach $106.4 billion, which represent an increase of 3% from 2011’s data (Anderson, 2013). Florida received a record tourist spending in 2012 of $71.8 billion dollars, which have increased of 6.8% from the year 2011 (Visit Florida, 2013).

Environmental Factors

Pollution from burning fuel is harming the oceanic life by changing the natural pH balance of the oceans, causing acidification, which wreaks havoc on marine habitats and species (Seafish, 2009). New boat engines on the market produce less exhaust emissions, consume less fuel in addition to less noise emissions than two-cycle engines (Catalina Adventure Tours). Moreover, the oxides of sulphur emissions from Biodiesel are at least 80% lower than low sulphur fossil diesel (Seafish, 2009). Furthermore, solar panels system is an alternative solution to decrease the fuel quantity that ships need to use. The engine’s efficiency and the utilization of biodiesel and solar panels are methods that the industry is using to reduce the negative consequences on the environment.

Political and Regulatory Factors

Political powers and governments are the sector of the country that make the laws, policies, guidelines, within the constitutional, legal and political environment established by them. For example, safety regulations, Coast Guard regulations, and beach regulations are all policies that can be changed by politics. All of the industries are impacted in some type of way by political factors, either positively or negatively.

A company within the industry will need to focus on safety regulations regarding the vessel. The ship needs to be inspected and cleared before operating its tours. The company will have to develop emergency and float planning to prevent casualties, in the case of an emergency (USCG). Each passenger will be given a life jacket when they enter the vessel. The USCG website says, “The U.S. Coast Guard estimates that life jackets could have saved the lives of over 80 percent of boating fatalities.” It is the responsibility of the companies in the industry to protect its customers.

Other factors which need to be taken into account are Coast Guard regulations. Coast Guard regulations require the operator of a boat to report any accidents, when; a person dies, a person disappears and a person is presumed dead or injured, a person requires medical treatment beyond first aid and more (USCG).”

Illegal fishing accounts for approximately 20 percent of total fish caught globally (Monterey Bay Aquarium). An increased demand for fish has expanded illegal fishing. An article on the Monterey Bay Aquarium website says, “International fisheries management agencies report that at least a quarter of the world’s catch is illegal, unreported or unregulated” (Monterey Bay Aquarium). Chilean Seabass has been largely affected due to the illegal fishing because they breed later in life (Monterey Bay Aquarium). As a result, passengers will view less fish during the tours. Both locations will be affected due to illegal overfishing.

The housing market crisis in Florida is currently a political issue. Florida is currently near the top of the list of foreclosures, nationwide (Willis, 2013). Florida property values are decreasing, providing customers with less disposable income to spend on tourist activities.

## Industry Specific Forces

Industry Specific Forces of Monterey Bay & South Beach Miami

|  |  |  |  |
| --- | --- | --- | --- |
|  | Low | Medium | High |
| Threat of substitutes |  |  | X |
| Threat of entrants |  |  | X |
| Competitive rivalry |  |  | X |
| Bargaining power (suppliers) |  |  | X |
| Bargaining power (customers) |  |  | X |

Threat of substitutes

Within the industry of the Scenic and Sightseeing Transportation, Water, tourists have a wide variety of options of water entertainment during their vacation, such as; whale watching tours, glass bottom boat tours, catamaran tours, cruises, fishing tours, and more. There are just a few direct competitors, worldwide, for a company providing sub tours, but many indirect competitors.

Threat of New Entrants

Capital requirements are the main barriers that a new company in the industry has to deal with. A company will need a large amount of money to fund the company’s start-up costs and fixed costs. Moreover, it will need to secure a loan or investors to fund its vessel and insurance policies, in addition to several other costs. Legal barriers include a large insurance policy for the vessel and the passengers. Legal requirements also demand permits to operate a boat company. Even if the amount of money needed to enter the industry is large, many companies are starting businesses due to the popularity of this industry.

Rivalry among existing firms

The Scenic and Sightseeing Transportation, Water industry has a high level of competition due to the large amount of companies offering boat tours. California and Miami locations are well known for their amazing water life, this is a reason why numerous sightseeing companies are installed in these touristic regions. More the industry has the same kind of companies, more the rivalry among them will be high.

Bargaining power of suppliers

The bargaining power of suppliers in the Scenic and Sightseeing Transportation, Water industry is high. There are few companies which supply vessels to tourist businesses. A company typically supplies all of a specific make and model of vessels. Switching costs will be difficult as well. While it may be possible to find an acceptable substitute, it most likely will have higher costs. These higher costs would defeat the purpose of switching costs.

Bargaining power of buyers

Customers have the option of choosing any sightseeing tour or form of entertainment. The services provided are not necessities, so individuals can decline to participate in any sightseeing activity. There is a large selection of options in the tourist industry. Revenue in the tourist industry is dependent on the household income and unemployment rate of local families. Customers have a high bargaining power, in regards to sightseeing businesses.

# IV. Competitive analysis

Industry competition chart - Monterey Bay

Industry competition chart - South Beach Miami

Competitive analysis grid - Monterey Bay

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Price | Ocean  preservation | Time of  the trip | The scenic | Accessibility | Experiencing real marine life | Open hours |
| Davy Jones' Sub Tours  (Monterey Bay) | EV | EV | DI | EV | EV | AD | AD |
| Catalina Adventure Tours/Semi-Submarine  “The Nautilus”  (Long Beach, LA) | AD | DI | DI | EV | EV | EV | EV |
| Monterey Bay Whale watch Center | DI | DI | AD | DI | EV | DI | DI |
| Monterey Bay Aquarium | EV | AD | AD | AD | AD | DI | DI |
| Dive To Survive Scuba  (Monterey, Ca) | DI | AD | DI | AD | DI | AD | EV |
| Monterey Bay Kayaks & Elkhorn Slough | AD | AD | AD | DI | EV | DI | DI |

Competitive analysis grid - South Beach Miami

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Price | Ocean  Preservation | Time of the trip | The  scenic | Accessibility | Experiencing real marine life | Open hours |
| Davy Jones’ Sub Tours (South Beach, Miami) | AD | DI | DI | EV | EV | AD | AD |
| South Beach Kayak | AD | AD | AD | DI | EV | DI | DI |
| Miami Seaquarium | EV | AD | AD | AD | AD | DI | DI |
| Catalina Tours (Thriller Powerboat Sightseeing Cruise) | EV | DI | DI | DI | EV | DI | DI |
| Tropical Sailing - Miami Catamaran Charter South Beach Sail Splash and Snorkel (Catamaran Tours) | DI | AD | AD | EV | EV | AD | DI |
| South Beach Dive and Surf Center (Scuba Diving) | DI | AD | AD | AD | DI | AD | EV |

One of the biggest competitive advantages that the company will have is the fact that it will be the only one available in the proximity. Similar types of attractions are available in other exotic islands, such as; Hawaii, Aruba, Cancun, etc., and in Long Beach, California. Most of them are really far from the Davy Jones Sub Tours’ locations. The company will be one of the first pioneers to act upon this opportunity. Also, by becoming one of the first eco-friendly ventures, it will generate a lot of attention for potential customers. Truth is, not many people get to experience something this exciting without having to go to a location far away which will cost them a large amount of money.

We are now in the time of making every business actions as sustainable as possible. Sustainability has played an important role in the way businesses conduct their practices. Also, companies that strive to become more "green" tend to be better recognized and respected because they are doing their part for the environment. Davy Jones Sub Tours will contribute to the sustainability of the sea and the world by only running with biodiesel fuel and solar panels. This will reduce the environmental impact of the business operations and distinguish the company from the direct and indirect competitors.

The industry the company is entering into is a very competitive one. There are many entertainments related to sightseeing tours on the water and a lot more regarding ocean divertissements in general. This is why it will be difficult for the company, at the beginning, to get popular and attract customers.

The company will need to consider the general and specific factors within the industry and differentiate itself from direct and indirect competitors already established in this industry. Its sustainable aspect as well as its uniqueness way to explore the unknown in both locations makes the company different from others.

# V. Operations Plan

**Business Processes**

Operating hours of the office/ gift shop (Monday-Sunday):

Monterey Bay: 8:30 AM - 8:30 PM

South Beach Miami: 8:00 AM - 8:30 PM

A receptionist will be available during these opening hours to answer questions, charge tickets, and sell souvenir pictures and promotional items. Here is the departure schedule for each location:

Departure time: Monterey Bay

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 1-hour tours | 9:00 AM | 10:30 AM | 1:00 PM | 2:30 PM | 4:00 PM | 7:00 PM |

\*Passengers have to arrive 30 minutes before the departure time for boarding.

\*\*15 minutes will be allowed before and after each tour to load the boat.

Departure time: South Beach Miami

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 1-hour tours | 8:30 AM | X | 1:30 PM | X | 7:00 PM |
| 2-hour tours | X | 10:00 AM | X | 3:00 PM | X |

\*Passengers have to arrive 30 minutes before the departure time for boarding.

\*\*15 minutes will be allowed before and after tours to load the boat.

A licensed captain with a Coast Guard certification will ride and manage the vessel. The two other ship crew members, which are a graduated guide in marine science and a photographer will entertain the 48 passengers. At the beginning of the tours, the crew will tell the story about Davy Jones, explain the "green" energy concept and present the map of the area where the semi-submersible will ride. The guide will present a video of the species that are possible to encounter in the area and will provide assistance for the entire tour to help passengers identify what they will see. Passengers will also have the opportunity to feed the marine animals by an automatic system incorporated in the vessel in order to attract more specimens to observe. The photographer will be in charge of taking pictures during the tour, which will be posted on Davy Jones Sub Tours’ website and also be available via the *Instagram* application. Passengers will have the opportunity to view and purchase these pictures at the gift shop at the end of the tour or online.

At the end of each day, the guide will make a summary on the website of what passengers have observed during the tours. Also, once a month, an informative article about the marine science and eco-friendly concept will be posted to inform the website visitors. Each month, the company will do a drawing for all customers who have taken the time to share a comment of their experience on the Davy Jones Sub Tours’ Facebook page. They will have the opportunity to win a promotional item of the company. On the company’s website, a seasonal schedule will be available in order to inform tourists of the seasonality of marine life throughout the year.

**Suppliers**

1. Willard Marine Inc. (Willard Marine Incorporated)

The company will purchase two semi-submersibles from Willard Marine Inc.

(Located in Anaheim, CA and in Virginia Beach, VA)

2. Toro Petroleum Corp + Sun BioDiesel (Toro Petroleum Corporation, 2004 & Sun Biodiesel)

The two following biodiesel distributors will fill the vessel’s tank every week at the Fisherman’s Wharf and the Miami Beach Marina.

*Monterey Bay:*

- Toro Petroleum Corp. (Located in Salinas, CA)

*South Beach Miami:*

- Sun BioDiesel (Located in Miami, FL)

3. Wholesale Solar (Wholesale Solar)

The company Wholesale Solar (Located in Mt. Shasta, CA) will provide and deliver the solar panels. They will be installed on the vessels by the engineers.

4. Engineers (Cay Marine, 2008)

The engineers will assure the maintenance of the vessels and the solar panels.

*Monterey Bay:*

- Mark Kern (Located in Monterey, CA)

*South Beach Miami:*

- Cay Marine service (Located in Miami, FL)

5. Promotional items (Branders.com, 2013)

The company will order all the articles online with the company’s logo: Branders.com, the world’s largest online promotional items seller.

6. Website design + technical support (Monterey Bay Design, 2013).

Davy Jones Sub Tours will deal with Monterey Bay Design regarding the company’s website.

**Important relationships**

The CFO of the company will work in collaboration with an accounting firm.

Mrs. Wendy Brickman, MA, MBA from Brickman Marketing will be an important business reference for Davy Jones Sub Tours. She has been honored multiple times in the past and received different awards. She has accepted to support the company by giving free tips and recommendations regarding marketing in the tourist industry*.*

The Monterey Bay Aquarium and Miami Seaquarium will provide information to their visitors about semi-submersible tours and will allow Davy Jones Sub Tours to advertise at their location. Similarly to local hotels and motels, it will be possible to purchase Davy Jones Sub Tours tickets at the Monterey Bay Aquarium and Miami Seaquarium.

Invoicing Customers and Collecting Payments

All passengers will be required to pay for their ticket before boarding the vessel with a credit card or by cash. It will be possible to buy tickets directly online on the company’s website, at the gift shop of each location, in local hotels / motels and in the two aquariums with whom the company has created a business relationship.

**Resources needed**

Equipment for Sub Tours

The semi-submersible vessel and all the needed equipment will be supplied by Willard Marine Incorporated. This company is located in Anaheim, California and in Virginia Beach, Virginia. Here is the list of the equipment needed for the vessel:  engine, generator, thrusters, air conditioning system, underwater lighting, fish feeder concession, multimedia (video/stereo system: custom created), safety items (as required by U.S.C.G. for Route) and anchoring and deck equipment (Willard Marine Incorporated). Davy Jones Sub Tours will respect their commitment of providing eco-friendly tours by installing eighteen solar panels on the top of each semi-submersible submarine.

Equipment for the office / gift shop on the wharf (in each location):

The cabin will be divided in two sections: an office and a gift shop. In the office section, it’s necessary to have an office desk, chair, computer and phone. The gift shop section needs an electronic cash register with a computer, debit/credit card terminal, business phone, computer screen to show the digital pictures taken on the boat, a digital photo converter and counters to place our promotional items.

**Facilities design**

***Monterey Bay***

The vessel will dock at the Fisherman’s Wharf at the concession #21 and Davy Jones Sub Tours will rent this concession. The vessel will stay there day and night and passengers will board on this platform. (Appendix A, Exhibit 1) The office and gift shop will also be located at this concession (Wharf Master Plan, 1986).

***South Beach Miami***

The vessel will dock at Miami Beach Marina. It will stay there at night after closing, in addition to when the passengers will board on the vessel. The office and gift shop will also be located at Miami Beach Marina (Miami Beach Marina). (Appendix A, Exhibit 2)

# VI. Organization Plan

**Management Team**

Marilaine Savard is the Chief Executive Officer of Davy Jones Sub Tours and is overlooking every division of the company. Marilaine is knowledgeable about each division of the company. She is responsible for creating goals for the company and responsible for achieving these goals. Marilaine’s actions need to be accountable to shareholders and the board of directors. She will also be accountable for the expansion of the company, after the third year of operations.

Audrey Hamel-Thibault is the Chief Operating Officer and second in command of Davy Jones Sub Tours. Audrey is managing the everyday operations of the company, including; managing day-to-day operations, sales and production goals, budgeting, staffing and promoting the employees, scheduling the employees, and directly observing each division. She will be in contact with each employee, most notably, Josh Kern, the CFO, regarding the accounting and finance aspects in addition to Jose Gonzalez, sales and marketing manager, regarding the Sales and Marketing of the company. She will be reporting everything to Marilaine Savard, the company’s CEO.

Josh Kern is the Chief Financial Officer of Davy Jones Sub Tours. Josh is accountable for the financial projections, forecasting and investor relations. Josh is responsible for the accounting and payroll. Josh analyzes the finances of the company, in order to minimize the cost of goods sold. Josh also reports the results of Davy Jones Sub Tours to investors, in addition to preparing growth potential for the company.

Jose Gonzalez is the Sales and Marketing manager. Jose is managing the day-to-day sales. He is also running the Marketing Department, this is a crucial aspect of the business because Davy Jones is a new company and it has to establish a following. In order to accomplish this task, Jose has established relationships with other businesses such as hotels, motels, aquariums, car rental companies and other business in the tourist industry to establish the presence of Davy Jones in their respective locations. Jose has been promoted and selling the company’s service Davy Jones Sub Tours’ target market, which in return will generate more foot traffic for the company.

Christian Garcia is the Chief Technology Officer of Davy Jones Sub Tours. Christian is managing the scientific and technological issues of the company. In addition, Christian has the responsibility to identify technology trends and evolving social behavior that may support or impede the success of the company. Christian is working with the website designer to maintain the website. Christian works with maintaining customer relations. Also, he will work closely to collaborate with the engineers; Mark Kern (Located in Monterey, CA) & Cay Marine (Located in Miami, FL) to assess and recommend technologies that support the company organization needs. He will be reporting directly to Marilaine Savard (CEO).

**Qualifications**

Marilaine Savard has completed her masters in Physical Therapy in April 2013 and worked last summer, as a Physical Therapist in a private clinic in Canada. She is finishing her kinesiology degree in California State University, Monterey Bay. Between 2007 and 2009, during her internships as a kinesiology student, she was the manager of *Unisersanté,* a health and wellness program in Sherbrooke University, in the province of Quebec. She managed and organized activities for employees and students, of her school during three semesters. This professional experience was a great opportunity for her to learn and acquire good skills in management.

Audrey Hamel-Thibault has completed her undergraduate degree in kinesiology in California State University, Monterey Bay. In Summer 2013, she worked for a major national sporting event, the Canada Games, and was the leader of the organization team. She had to coordinate the work of ten volunteers and managed many schedules of different sports. Audrey has done in 2012 two other paid work internships as an assistant of research teams, at Sherbrooke University. Also, she has worked in the development of research project of office automation and handling. With all her professional experiences, Audrey has what the company needs to manage the operations as the COO.

Josh Kern studied at Santa Barbara City College, where he was awarded four Associates Degree, including; Liberal Arts Associates Degree, Economics Associates Degree, Marketing Associates Degree and Business Administration Associates Degree. Josh is currently working on his Bachelor’s Degree in Business Administration with an emphasis in Marketing at California State University, Monterey Bay. Josh has worked in the customer service industry for three years while working at Giovanni’s Pizza in Goleta, California. Josh has also spent four years in the hospitality industry at Bacara Resort & Spa as a security officer, in Goleta California. Josh has taken multiple accounting, economics and finance classes at Santa Barbara City College and California State University, Monterey Bay. For these reason, Josh Kern has been elected as Davy Jones Sub Tours’ CFO.

Jose Gonzalez has completed his Social Behavior Associates Degree at Hartnell College and is currently working on his Bachelor’s Degree in Agribusiness. Jose has been working in retail for the past 4 years. He has worked for great companies like Walgreens Pharmacy and Radioshack. Jose is capable of producing sales and providing exceptional customer service, in addition to providing problem solving skills. Some tasks of his job experience at Walgreens Pharmacy and currently at RadioShack, include; generating sales for the company and providing customers with an outstanding customer service. Jose has a lot of experience in handling cash and mentoring employees. He has the experience needed to perform and exceed expectations. For this reason, he has been elected Chief of Sales and Marketing.

## 

Christian Garcia has completed his General Education and Associates in Business Administration at Hartnell Community College. He is currently working on his Bachelor’s Degree in Business Administration with a concentration in Agribusiness at California State University Monterey Bay. Christian has worked in the production industry at Taylor Farms as a warehouseman. He managed and organized the inventory, as well as the transportation product from packaging to cooling, in addition to weighing and labeling product. He has also worked in the construction field as a sheet metal apprentice at Critchfield Mechanical, Inc. and as Pre-Cast Concrete Builder at Willis Construction Inc. His tasks included; the installation of heating systems, ventilating systems repair, architectural precast manufacturing process and glass fiber spray up process operator. For this reason, Christian Garcia has been elected Chief Technology Officer.

**Legal Form**

The company will be a C Corporation to be partially financed by an investor.

**Board of Directors**

The Board of Directors will include, Marilaine Savard, CEO, Audrey Hamel-Thibault, COO and Josh Kern, CFO, from within the company. The Board of Directors will also include Mark Cuban, the majority investor of Davy Jones Sub Tours and CJ Lozano, the manufacturer of the semi-submersible vessels, these two individuals are not employed by Davy Jones Sub Tours.

Board of Directors of Davy Jones Sub Tours

|  |
| --- |
| Board of Directors |
| Marilaine Savard (CEO) |
| Audrey Hamel-Thibault (COO) |
| Josh Kern (CFO) |
| Mark Cuban (Investor) |
| CJ Lozano  (Equipment Manager) |

**Advisors**

The Advisors of Davy Jones Sub Tours, Include; Mark Kern, Chief Engineer of Kidde Dual Spectrum for over 35 years. Mark Kern has an expert knowledge of fixing and maintaining vehicles and equipment. Marcel Rowley is an experienced submarine captain, who currently works for Catalina Adventure Tours. He operates the same semi-submersible vessel, which Davy Jones Sub Tours uses. He has provided information regarding submarine regulations and has offered to provide training to the company’s drivers. As mentioned previously, Wendy Brickman has offered to provide recommendations and tips regarding advertising and marketing for Davy Jones Sub Tours. Mary Alice has provided the company with information regarding regulations of the Fisherman’s Wharf and what steps need to be taken to begin operations at Fisherman’s Wharf. Rick Marvin is a housing and property manager, who has provided the company with its Monterey Bay property location. Rick has also offered any addition assistance the company may need. Mary Alice Cerrito Fettis is the President of Monterey’s Old Fisherman’s Wharf Association.

Advisors of Davy Jones Sub Tours

|  |
| --- |
| Advisors |
| Mark Kern (Chief Engineer) |
| Marcel Rowley  (Submarine Captain) |
| Wendy Brickman  (Marketing Advisor) |
| Mary Alice Cerrito Fettis  (Fisherman’s Wharf Advisor) |
| Rick Marvin  (Housing Property Manager) |

Skills Profile

Professional fields the members will represent

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Executive Leadership | Store Operations | Supply Chain Management | Sales/ Marketing | HR/ Recruiting | Accounting/ Finance | Community Relations | Information Systems | Franchise Operations |
| Marilaine Savard | X |  |  |  |  |  |  |  |  |
| Audrey Hamel-Thibault |  | X |  |  |  |  |  |  |  |
| Josh Kern |  |  | X |  |  | X |  |  |  |
| Jose Gonzalez |  |  |  | X | X |  |  |  |  |
| Christian Garcia |  |  |  |  |  |  | X | X |  |
| Gap 1 |  |  |  |  |  |  |  |  | O |

X = Position Filled

O = Position Vacant

**Planned Management Structure**

# VII. Marketing Plan

**Identity and Positioning Strategy**

The company has chosen the tourist locations of Monterey Bay and South Beach Miami for their large market potential and their underwater diversity and beauty. These amazing tours will give consumers the opportunity to explore the marine world in a totally different perspective. Customers will experience something unique and wonderful from the comfort of the Davy Jones Sub Tours seats.

**Tagline**

The tagline of Davy Jones Sub Tours, “**Explore the Unknown”** fits with this new entertainment venture by exploring the underwater world in each location. Sub Tours strives to become more than just a tourist attraction. It wants to be a green and sustainable pioneer for sub tours in the United States.

**Branding Strategy**

Represented by half a fish, Davy Jones Sub Tours’ logo suggests that the lower part is underwater where passengers can explore fish and the amazing marine world. Blue, the color chosen for the logo, is known to represent the sky and sea. Thus, this color can be easily associated with an entertainment on the water.



The new venture’s name has been taken from Davy Jones who appeared in a popular movie series, Pirates of the Caribbean. This story is a mythical legend created to bring fear to sailors by claiming that sailors who died at sea will become trapped and spend eternity working on Davy Jones Flying Dutchman. The company wants to compare the unknown legend with the unknown underwater world that passengers will have the chance to discover during their trip. In Pirates of the Caribbean, Davy Jones is the captain of the Flying Dutchman, a legendary ghost ship that can never makes port and is doomed to sail the oceans forever. The fictional character Davy Jones is based on the legend according to superstition among sailors in the 18th and 19th centuries. It is a figure of nautical folklore and is an idiom for the bottom of the sea. (Davy Jones' Locker, 2013)

**Product Strategy**

The company wants to focus on its success to create a venture that combines the exploration of the unknown while having respect for the marine environment. Three different tours will be offered in South Beach Miami and Monterey Bay.

Chart or the three tours offer by Davy Jones Sub Tours

|  |  |
| --- | --- |
| **Tours** | **Description** |
| **Miami**  **1-hour tour** | Customers of this tour will have the chance to admire the Jose Cuervo Reef, an underwater margarita bar sunk on May 5th, 2000 as a promotion, during the "Sinko de Mayo Festival" (Jose Cuervo). They will also see two underwater tanks and various species of fish (Miami dive sites, 2010). |
| **Miami**  **2-hour tour** | This tour will include similar attractions as the first one, in addition to; The Spirit of Miami, a sunken 727 jet (Miami dive sites, 2010), and the Neptune Memorial Reef, an underwater cemetery and the largest man-made reef ever conceived (Black,). |
| **Monterey**  **1-hour tour** | This 1-hour tour will give customers the opportunity to discover the amazing marine life of Monterey Bay such as otters, sea lions, seals, dolphins, whales, kelp forest, etc. (Monterey Bay Aquarium, 2013). |

The company will create its own website to make everything convenient for the customers. The website will include the vision of the company, the tours’ description and maps, prices and deals, schedules, pictures, gift shop information, etc. Davy Jones Sub Tours will also create a brochure containing similar information provided on the website. These brochures will be available at the main locations. Online, the company will sell tickets and provide information on tours by different advertising tools (see Advertising and Promotions).

The company will also have a gift shop in each location: at the Fisherman’s Wharf in Monterey Bay and at the harbor in South Beach Miami. Different products are going to be sold in the gift shops; such as cups, t-shirts, hats, magnets, key rings, marine life books, postcards, picture frames, etc. The product line will also apply for the t-shirts that will be created for school classes; this in return will make the tour easier for teachers. Every product on sale in the gift shops will be represented by the following logo:





The company wants to focus on low prices instead of the quality of the products in the gift shop. Davy Jones Sub Tours thinks that tourists will be more incline to buy low-priced souvenirs.

While passenger will be boarding and getting ready for the departure, a video on the marine life of the area will play to inform customers on the flora and fauna they are going to see. Moreover, pictures of animals, vegetation and wrecks with their name and a small description will be hung on the walls of the vessel. In this way, passengers will be able to recognize what they will see throughout the tour. The guide will also describe the underwater view. Maps of the route taken during the journey are also going to be affixed on the walls of the vessel.

During every tour, a photographer will be onboard to take pictures of the passengers. The digital pictures will be shown onboard the vessel and printed to customers who want to buy them at the end of the tour. The photos taken will also be uploaded on the company’s website and social media pages to increase interactions with consumers, and enable customers to purchase them at a later date.

**Pricing Strategy**

The pricing model the company will use to capture value is the pay-per-use (Barbeau, n.d.). Davy Jones Sub Tours is providing a service to its customers. To encourage the target market to buy the service, the company has decided to set low prices for school groups. If the venture wants to make enough profit, it will have to increase the prices for other customers. For this reason, the prices for adult and children will be a little higher than the competitors’ prices. The company can afford to start its prices higher than its competitors because Davy Jones Sub Tours offers a unique service in its two locations. Once the prices for the tours are set, it will be difficult for the company to raise prices afterwards.

However, Davy Jones Sub Tours will balance the high prices by using different tools for stimulating revenue; such as, offering discounts in tourist groups and discounts from buying tickets in advance. Also, customers will have discounts by buying tickets from their hotel. An off-season strategy will be to focus on school groups and to adapt tours for this clientele.

Chart of the main indirect competitors’ prices

|  |  |  |
| --- | --- | --- |
|  | **Child** | **Adult** |
| **Long Beach - Catalina tour (semi-submersible vessel)** | $24  (Catalina Adventure Tours,) | $31  (Catalina Adventure Tours,) |
| **Monterey Bay - Whale**  **watching tours** | $20 to $30  (Monterey Bay Whale Watch,)  (Princess Monterey Whale Watching Cruises,)  (Chris' Whale Watching,) | $35 to $50  (Monterey Bay Whale Watch,)  (Princess Monterey Whale Watching Cruises,)  (Chris' Whale Watching,) |
| **Miami - Boat tours and**  **whale watching tours** | $15 to $40  (Sprint Yacht Tours,)  (Miami Beach Ocean Watersports,) | $20 to $60  (Sprint Yacht Tours,)  (Miami Beach Ocean Watersports,) |

Chart of Davy Jones Sub Tours prices

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Child**  **(Ages 3-12, under 3 free)** | **Adult** | **Family of 4**  **(2 adults &**  **2 children)** | **Senior**  **(55 & over)** | **Group of**  **15 or more**  ($ per person) |
| **Miami**  **(1-hour tour)** | $35 | $55 | $149 | $ 39 | $25 |
| **Miami**  **(2-hour tour)** | $49 | $69 | $199 | $55 | $39 |
| **Monterey**  **(1-hour tour)** | $35 | $55 | $149 | $39 | $25 |

**Channels of Distribution and Location**

The company will provide customers the convenience of purchasing tickets in many different ways, including:

* Main Locations
* Website
* Hotel Concierge
* AAA
* Travel Agencies

The website is the company’s primary form of ordering tickets and for that reason the company will offer 5% discount for each ticket purchase online. The website will also provide the customers an opportunity to purchase any item from the gift shop, pictures taken during the tour and a photo album.

**Advertising and Promotions**

Davy Jones Sub Tours wants to primarily target tourists and schools from Monterey and Miami areas. The company will have to choose different ways of advertising to reach this population. The marketing team will send advertising posters to all eight chambers of commerce in Monterey County and some business associations (Chambers & associations, n.d.). Of the 78 chambers of commerce and associations that are in Miami, the company will try to approach half of them to promote its new attraction (Miami Chambers of Commerce, n.d.). Similar steps will be engaged with travelling agencies in both counties.  Also, Davy Jones Sub Tours is going to fetch the support of Monterey County Convention and Visitor Bureau (MCCVB). Their mission is to help companies in this area to enhance Monterey County’s tourism. The MCCVB provides many opportunities for advertising and marketing, whether on its website ([www.seemonterey.com](http://www.seemonterey.com)) or through its annual visitor guide, at sales events, and other organized events (Business assistance: MCCVB, 2011).  In Miami, the same steps will be followed with the Greater Miami Convention & Visitors Bureau (About GMCVB, 2013).

Conventions, visitor bureaus, hotels and motels from each area will be the appropriate organizations to approach for the marketing of Davy Jones Sub Tours. Also, the company will talk about its new entertainment on TripAdvisor in order to spread the news about semi-submersible tours that can interest marine enthusiasts. Advertising in domestic and international airports close to Monterey Bay and South Beach Miami is a good way to reach tourists from everywhere around the world including American citizens.

Cities with Airports that Davy Jones Sub Tours Wants to Approach

|  |  |  |
| --- | --- | --- |
| **Monterey Bay** | | **South Beach Miami** |
| - Monterey  - Salinas  - Palo Alto  - Hayward  - San Francisco  (California airports map, 2012) | - San Jose  - Oakland  - Sacramento  - Fresno  (California airports map, 2012) | - Miami  - Fort Lauderdale  - Homestead  - Pompano Beach  (Florida airports map, 2012) |

Advertising within land transport companies is also an excellent method to target tourists. Car rental agencies, trains and bus stations are great places to advertise about Davy Jones Sub Tours.

Consumers tend to plan their trips and activities along with buying tickets online more than ever before (Consumers and Changing Retail Markets, 2012). When people search on the Web, they type keywords on search engines to find information. Considering this, the company has chosen to buy keywords on a pay-for-click with AdWords on Google, Yahoo, Search Marketing and Microsoft AdCenter (Barringer & Ireland, 2012).

The business is going to work more with Instagram because it is a new popular trend that consumers are using to post their life events. Instagram is a social media tool that allows users to upload photos, videos and quotes for their followers to see. Sub Tours will join this trend by having its own Instagram page and uploading pictures of the tours. By doing this, customers will be able to check out the business page and be able to relive their experience (Instagram, 2013). The company will also use other social networks such as Facebook and Twitter.

At the end of each day, the marine science guide will make a summary of what passengers had the chance to observe and will post it on the social network pages. Connections with other types of social media will be available by the Facebook page of the company. The “Like” and “Share” button and also the “Comment box” will allow passengers to share their experience after their tour. A drawing will be created each month for all customers who shared a comment on Davy Jones Sub Tours Facebook page. They will have the chance to win a promotional item of the company.  Also, once a month, an informative article about the marine science and eco-friendly concept will be posted online to let people know that the company is knowledgeable in these fields. Finally, a season schedule will be available to the public concerning which kind of species people will have the chance to see during different periods of the year.

Students from all level of education will also be the target customers of Davy Jones Sub Tours. To target this population, Sub Tours should meet the right organization for each school level. For elementary and high schools, the company will have to communicate with principals and the board of directors over them. It will be important to let them know about the group discount. The goal will be to give students an education and amusing organized school trip. For undergraduate and graduate students in college and university, Sub Tours will have to meet student associations and develop agreements about advertising on campus.

The main partnerships that Davy Jones Sub Tours wants to develop are with the Monterey Bay Aquarium and Miami Seaquarium. As Sub Tours, these two recreational activities have an environmental consciousness and also believe in the marine life conservation (Monterey Bay Aquarium, 2013 & Conservation: rescue & rehabilitation, 2013). For these reasons, collaboration between the company and these organizations will be a great opportunity of marketing for the new venture.

**Public Relations**

Davy Jones Sub Tours will launch a press conference at the largest hotel in Monterey Bay and South Beach Miami. The company will promote the event by sending invitations to local and regional newspapers, television programs and morning shows that talk about entertainment in these areas. During this conference, pictures of the sub and videos aboard the semi-submersible will be shown on a Prezi presentation. Explanations about the green concept will be shared with the public by the president of the company. Foods and drinks will be offered for all guests, giving them the chance to exchange thoughts about the new venture.

**Messages to Communicate**

Davy Jones Sub Tours wants to use its tagline to promote the new venture. “Explore the Unknown” is an attractive and captivating slogan to get people interested in what Davy Jones Sub Tours have to offer. The main goal aboard the sub is to provide an educational tour accessible for all ages. Passengers will have the perfect set up to learn about the marine life in each location by means of the marine science guide's animation. The new venture is proud to be a pioneer of its green innovation; the marketing communication will provide information about the importance of respecting the environment. Davy Jones Sub Tours will announce the first semi-submersible vessel that has been known for its eco-friendly entertainment on the sea. Using solar panels as an alternative energy to produce the needed electricity and also using biodiesel fuel to navigate in the water, Davy Jones Sub Tours advocates being a sustainable new venture. Finally, Davy Jones Sub Tours has the perfect vessel to give people of all ages the opportunity to explore the marine life in its natural habitat.

# VIII. Financial Plan

Based on industry averages, Davy Jones Sub Tours is expecting 45% occupancy during the slow season and 80% during the summer season, in the first year (Mildred, Catalina Adventure Tours). The company projects a 20% growth in sales, during the first 3 years and a 25% growth in sales after the expansion in year 4. Davy Jones Sub Tours projects revenue of $4,194,950 combined from location’s services, gift shop sales and photograph sales, in the first years. Davy Jones Sub Tours projects revenue of $4,998,733 for both locations in year 2 and revenue of $5,920,526 in year 3.

Davy Jones Sub Tours’ founders are each investing $10,000 into the business. The company will receive an investment of $3,187,279 from Mark Cuban for a 25% share of the company. Davy Jones Sub Tours will receive a 5-year, $3,187,279 loan from Rabobank, with 7% interest.

The cost of goods sold would include fuel and labor. Labor includes four employees at each location; a captain, a photographer, a marine science guide and a gift shop attendant. Fuel is calculated by the price of biodiesel fuel, the miles per gallon of the vessel and miles traveled per day. Costs of goods sold will be approximately $586,349 annually for the first 3 years.

Davy Jones Sub Tours’ major capital startup expenditures include two 65 feet semi-submersible submarines ($5,600,000 for the two vessels) and 36 solar panels considering that each vessel will have 18 solar panels ($42,500 for 36 solar panels). Other important startup expenses will include a business license tax, promotional distract fee, and permit fees, the installation of the solar panels, the inventory of the two gift shops, the rents, and the kiosks’ equipment. Davy Jones Sub Tours will also reserve 1% of revenue towards marketing and advertising.

Davy Jones Sub Tours projects to be profitable, after the first month of operation. Davy Jones Sub Tours will need no working capital because sales in the first month will cover all future expenditures. The new venture is projecting a net profit of $1,719,293 in year 1, $2,525,576 net profit in year 2, and $3,447,369 net profit in year 3. The profit margin of the company is projected to be nearly 41% and the operating margin is projected to be nearly 46%, in year 1.

Davy Jones Sub Tours will make a profit after the first month. The company is going to eliminate its debt after 5 years. The company will continue growing, and expansion is in progress.

|  |  |  |  |
| --- | --- | --- | --- |
|  | 2014-2015 | 2015-2016 | 2016-2017 |
| Total Sales | $4,194,950 | $4,998,733 | $5,920,526 |
| COGS | $586,349 | $586,349 | $586,349 |
| Gross Profit | $3,608,601 | $4,412,384 | $5,334,177 |
| Total Expenses | $1,886,808 | $1,886,808 | $1,886,808 |
| Net Profit | **$1,721,793** | **$2,525,576** | **$3,447,369** |

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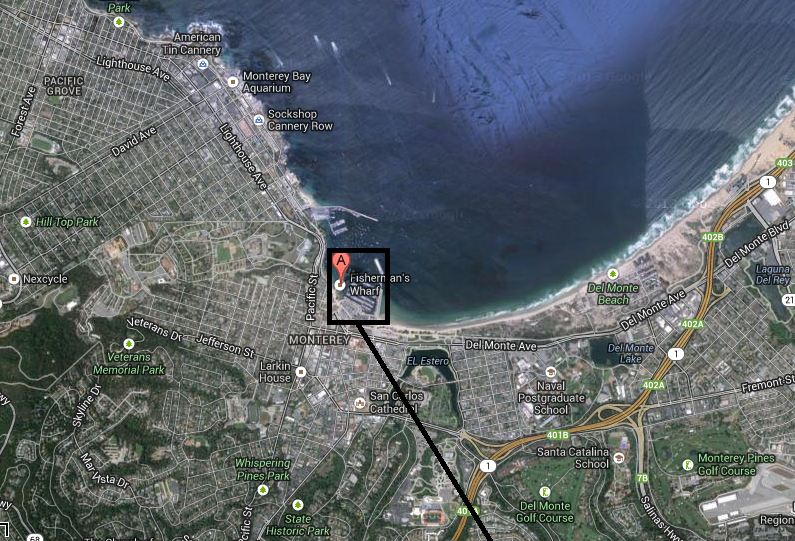
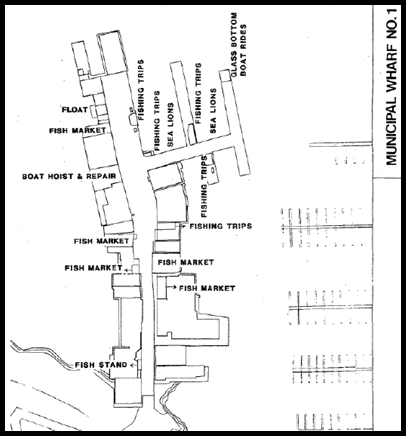
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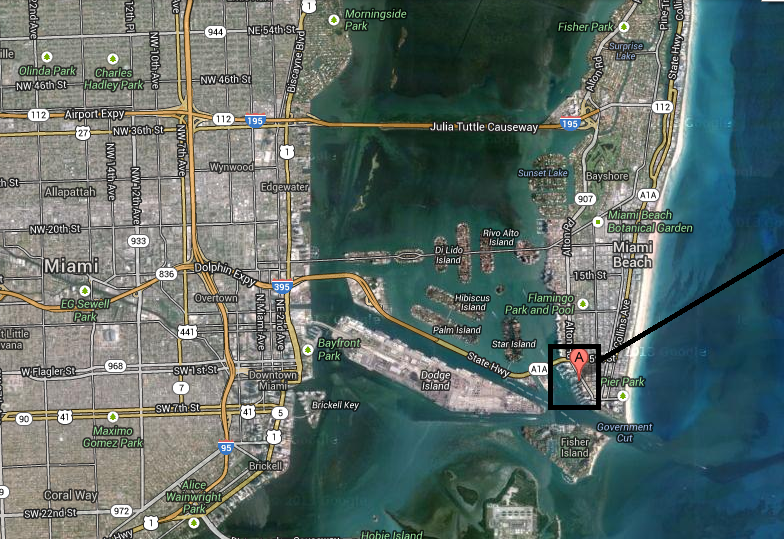
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# Appendix A

**Exhibit 1**

Map of the Fisherman's Wharf in Monterey Bay

**Concession #21**

**Exhibit 2**

Map of Miami Beach Marina

# Appendix B

Exhibit 1

Christian Garcia's resume

**Education**

Salinas High School, High School Diploma

Salinas Adult School.

Hartnell Community College, General Education & B.S. Business Administration.

Current Student, at California State University Monterey Bay. Major Business Administration.

**Community Service**

Salinas High School Library: Stock and file books.

Salinas Soccer League: Coaching kids age 5 to 8.

Salinas Adult School: Organizing activities to raise funds.

Volunteer at the Relay for Life in Salinas, CA.

**Experience**

*Soccer Referee* 2008 to Current

Peninsula Sports, Inc.   
2560 Garden Road, Suite #119  
Monterey, CA 93940

* Officiate games for Peninsula Sports.
* Maintain a fair playing field through diplomacy.
* Formulate game reports.
* Organize seminars and trainings.

*Warehouseman* 2009-2010

Taylor Farms

911 Blanco Circle

 Salinas, CA 93901

* Inventory control.
* Stacking pallets.
* Transporting product from packaging to cooler.
* Weigh and label product.

*Sheet Metal Apprentice.* 2007-2009

Critchfield Mechanical, Inc.

1901 Junction Ave., San Jose, CA 95131

* Installation of heating systems
* Ventilating systems repair
* Air conditioning system installations

*Pre-Cast Concrete Builder* 2005-2007

Willis Construction CO. INC.

2261 San Juan Hwy.,

San Juan Bautista, CA 95045

* Architectural precast manufacturing process
* Glass fiber spray up process
* Thin shell panels manufacturing process

**Other Skills**

Strong mathematic skills.

Capable problem solver.

Ability to self-manage and self-motivate.

Excellent communication and multi-tasking skills.

Excellent leadership skills.

Strong work ethic.

Bilingual: English and Spanish.

Computer skilled in Microsoft Word, Power Point, Excel, and Internet research.

Reliable and Punctual.

**Hobbies and Interest**

Soccer, Mountain Biking, Surfing, and Camping.

Reading history books.

Learn about Technology.

Like to travel.

Exhibit 2

Josh Kern's resume

**Education**

Dos Pueblos High School 2003-2007

* High School diploma

Santa Barbara City College 2007-2012

* AA Business Administration
* AA Economics
* AA Liberal Arts and Sciences (Arts and Humanities)
* AA Marketing

California State University Monterey Bay 2012-Present

* BA Business (Accounting) \*Currently working on\*

**Special Skills**

* Marketing
* Economics
* Accounting
* Mathematics

**Volunteer Work**

Natividad Memorial Hospital 2012

**Job Experience**

Giovanni’s Pizza (2006-2009)

Position: Cashier/Driver

Bacara Resort & Spa (2009-2012)

Position: Security Officer

**Other Achievements**

Eagle Scout of America

Exhibit 3

Audrey Hamel-Thibault's resume

**SOMMAIRE (Summary)**

Gestion et organisation d'événements sportifs;

Intérêt marqué pour la promotion de la santé et les saines habitudes de vie;

Expérience en nutrition, ergonomie et service/intervention auprès de diverses clientèles;

Autonomie, initiative et excellente capacité à communiquer par écrit et oralement;

Collaboration et travail d’équipe;

**FORMATION (Scholar background)**

**Baccalauréat en kinésiologie, profil santé et mieux-être Automne 2010**

Régime coopératif

Université de Sherbrooke

**Baccalauréat en mathématiques**  **2008-2010**

Régime coopératif

Université de Sherbrooke

Diplôme d’études collégiales en Sciences pures 2006-2008

Cégep Beauce-Appalaches de Lac-Mégantic

**BÉNÉVOLAT (Voluntary work)**

Jeux du Canada, Sherbrooke, **Été 2013**

Bénévole Argent : adjointe à la planification, centre sportif de l'UdeS

**EXPÉRIENCES PROFESSIONNELLES (Job experiences and internships)**

**Stagiaire en gestion d'événements sportifs Été 2013**

Service du sport et de l'activité physique Stage coopératif

Université de Sherbrooke Kinésiologie

Apporter des solutions rapides et efficaces en situations critiques;

Coordonner une équipe de travail;

Planifier et gérer plusieurs événements sportifs à la fois;

**Assistante de recherche en nutritionAutomne 2012**

Faculté d’éducation physique et sportive, Université de Sherbrooke Stage coopératif

*Projet pilote sur les colorants alimentaires (clientèle : 4-5 ans)* Kinésiologie

Concevoir et valider les outils nécessaires à la collecte de données;

S’occuper des communications écrites et orales entre les collaborateurs du projet;

Recruter les parents pour le projet de recherche;

Réaliser la collecte de données en CPE;

**Assistante de recherche en biomécaniqueHiver 2012**

Laboratoire de biomécanique, Université de Sherbrooke Stage coopératif

*Équipe de recherche en prévention des troubles musculo-squelettiques* Kinésiologie

Optimiser des instruments de laboratoire;

Aider aux collectes de données pour un projet de recherche en bureautique

(observer l’installation d’un poste de travail ergonomique);

Collaborer au développement d’un projet de recherche en manutention;

Écrire et synthétiser des protocoles d’instrumentation et de procédures;

**Service à la clientèle**  2009-2010

**Boutique Le Coureur, Sherbrooke  Emploi aux études**

Cerner les besoins et désirs de chacun des clients ainsi que les conseiller;

Collaborer avec d’autres employés afin d’apporter un service à la clientèle le plus complet possible;

S’adapter à diverses clientèles;

**PERFECTIONNEMENT (Improvement courses - extra courses)**

**Formation d’arbitre en Flag Football** – Niveau 1 **Automne 2012**

(environ 30 parties d’arbitrées)

**Formation en RCR Automne 2011**

Croix rouge canadienne, Sherbrooke

**Formation Boutique Le Coureur Automne 2009**

Biomécanique de la course;

Caractéristiques des chaussures de course et de sport;

**COMPÉTENCES PARTICULIÈRES (Particular skills)**

**Linguistiques :** - Français 5/5

- Anglais  4/5

- Espagnol  2/5

**Informatiques :** - C++, Matlab, Latex, Math Type

- Word, Excel, PowerPoint, Publisher

**INTÉRÊTS ET LOISIRS (Interests and hobbies)**

Sports :

Plein air, volleyball, tennis, vélo, capoeira, planche à neige, ski de fond, etc.

Voyages :

Amérique du Sud - voyage en duo à sac-à-dos 1 mois - Avril 2012

Asie du Sud-Est - voyage en duo à sac-à-dos 2 mois - Été 2011

Amérique centrale - voyage en solo à sac-à-dos 3 mois - Été 2010

Exhibit 4

Marilaine Savard's resume

**Formation (Scholar background)**

Maîtrise en physiothérapie (M. pht.)

Université de Sherbrooke 2009-2013

Baccalauréat en kinésiologie, activité physique et mieux-être, régime coopératif

Université de Sherbrooke

2006-…

**Implications sociales (Voluntary work)**

Jeux du Québec, Provinciaux scolaires et Jeux de la légion canadienne

Bénévole / accompagnatrice / thérapeute en athlétisme et en cross-country

2005-2012

(Référence : Hélène Larose, Présidente du Club d’athlétisme de St-Jean Olympique)

Bénévolat pour Héma-Québec lors de collecte de sang 2012

Comité Inter Asso (CIA), gestion de projets étudiants 2010-…

Volet alimentaire pour le Café étudiant (FMSS)

Comité d’évaluation de programme (CEP) du bac en kinésiologie à l’UdeS

2008-2009

Représentante étudiante pour le volet activité physique et mieux-être

Le Relais Énergie du Lac Memphrémagog, course à pied

Chef d’équipe, projet de jumelage avec des élèves du secondaire de l’école La Ruche

2008-2009

Bénévolat pour le Réseau d’Amis de Sherbrooke (Référence : Rachel Villeneuve)

Accompagnatrice pour une dame en chaise roulante

2008- 2009

**Expériences de travail (Jobs internships)**

**Premier répondant sportif**

Tournoi de soccer géré par Action Sport Physio (Sherbrooke)

Septembre 2012

**Soutien à domicile pour personne handicapée avec maladie neurodégénérative**

2012-2013

Marie-Claude Lépine

Veiller aux transferts avec lève-personne électrique

Faire toilette partielle, habillement et positionnement au fauteuil électrique / manuel

**Assistante technique en pharmacie**

2004 -2011

Proxim Steve Babin, Windsor (Référence : Steve Babin et Nadia Lavertu)

Uniprix Germain et Fontaine, Sherbrooke (Référence : Lynn Germain et Stéphanie Ricard)

Uniprix Marc Laroche, Richelieu (Référence : Marc Laroche)

Lire, entrer et préparer les nouvelles ordonnances dans les dossiers patients (LabExpert)

Préparer les dispills

Conseiller et prendre la tension artérielle et la glycémie avec différents appareils

Conseiller l’utilisation et le port d’appareils orthopédiques (béquilles, cannes, orthèses, etc.)

**Stage 1, 2 et 3 (Baccalauréat en kinésiologie)**

***Universanté du personnel et étudiant, Coop santé***

**(Référence : Jacques Beaulac (D.G.) et Pierre Gauthier)**

2008-2009

Programme de santé et mieux-être de l’Université de Sherbrooke (personnel et étudiant)

Planifier et organiser des activités visant la promotion de saines habitudes de vie

Superviser et gérer les ressources financières, matérielles et humaines de façon autonome

Assurer les suivis comme agent de liaison des sous-comités du programme

Faire la promotion des activités offertes aux membres étudiants et employés

Participer au lancement d’un nouveau service par des présentations orales à un auditoire

Élaborer le plan de promotion d’un nouveau service

**Perfectionnement (Improvment courses – extra-courses)**

Approche diagnostic et de thérapie mécanique McKenzie, partie A (lombaire)

Mai 2012

Université de Sherbrooke

Premier répondant et RCR/DEA niveau ISS

Université de Sherbrooke (par John Boulay formateur de la Croix-Rouge canadienne)

Mars 2012

RCR niveau C + DEA pour professionnel de la santé, Cardio-secours, Cours CSST A+

Janvier 2011

Université de Sherbrooke

Formation PDSB

Université de Sherbrooke

Automne 2010

**Mentions d’honneur (Awards or accomplishments)**

Présence sur le tableau d’honneur académique de la faculté de kinésiologie et

2008

du Sport Interuniversitaire Canadien pour le Vert et Or, Sherbrooke

Présence sur l’Équipe étoile de cross-country universitaire féminin

saison 2008-2009

Sherbrooke

Nomination : Coéquipière de l’année en cross-country et athlète de l’année en athlétisme

Vert et Or, Université de Sherbrooke

2007-2009

Certificat du Lieutenant Gouverneure du Québec

2004

Implication sociale et résultats académiques

**Connaissances particulières (Particular skills)**

Linguiste : Anglais 4/5

Maîtrise Microsoft Word et Excel

**Loisirs et intérêts (Hobbies and Interests)**

Ancienne athlète du Vert et Or (cross-country / athlétisme)

7 participations aux Championnats canadiens

2006-2011

Université de Sherbrooke

Passionnée d’activités de plein air : course à pied, randonnée en montagne, vélo, natation, escalade, camping (hiver/été), raquette, ski de fond. Expérience de sports de niveau récréatif à compétitif : patinage artistique, gymnastique, plongeon, soccer, handball, flag football, athlétisme et cross-country.

Exhibit 5

|  |  |
| --- | --- |
| Jose Gonzalez's resume | |
| **Education** | |
| Bachelor of Agribusiness in Business Administration  California State University of Monterey Bay (CSUMB) | Expected June 2014 |
| Emphasis: Agribusiness  Grade Point Average: 3.4 out of possible 4.0  Associates Degree in General Studies- Social and Behavioral Science Emphasis Graduated June 2011  *Hartnell Community College*  Grade Point Average: 3.6 out of possible 4.0  One of four students in California State Monterey Bay to attend Produce Marketing Association in Conjunction with Career Pathways program Summer of 2013 | |
| |  |  | | --- | --- | | **Experience** | | | Sales Associate  RadioShack Co. | August 2008 to Currently | | Responsible to meet sales goals to generate profit for the company  Resolve customers problems and help them find solutions  Provide excellent customer service skills  Been awarded “Employee of the Month Award”, on more than two occasions |  | | Cashier  Walgreens | June 2009 to January 2010 | | Provide excellent customer service skills for customers  Check out customers with products they want to purchase |  |   **Skills & Abilities** | |
| Extensive Computer Skills |  |
| Software: Microsoft Word, Excel, PowerPoint  Hardware: Macintosh, IBM-PC  Exceptional knowledge when it comes to using different operating systems | |
| Language |  |
| Bi-lingual, bi-literate in both English and Spanish | |
| Writing |  |
| Ability to read and write fluently in both English and Spanish | |
| Leadership |  |
| Able to work in teams to reach a common goal in sales or problem solving  Ability to work independently to meet deadlines or due dates | |