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R&D performance business plan

Daniel R. Wiacek

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R&D performance business plan

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R&D PERFORMANCE BUSINESS PLAN



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1. EXECUTIVE SUMMARY

Company:

Racing & Development Performance, racedevelopmentperformance@gmail.com

Owner:

Daniel Wiacek, dwiacek@emich.edu (248) 882-8284

R&D Performance will offer performance products and services for many different vehicle makes and models. Many competitors offer services for only limited types of vehicles, and at a cost that is out of most car enthusiast's price range. We will enhance a wide variety of vehicles at a price point that targets a variety of customers.

Currently there are no modification shops specializing in the services we will supply. This will further our competitive advantage offering multiple services, as well as services at a competitive rate.

Our marketing strategy will focus on relationship marketing. This will be implanted through various social media sites. There are local car shows that we will take advantage of. The Woodward Dream Cruise, and various auto shows will allow us to showcase our products and services. With local race tracks, including Milan Dragway and US 131, we will be able to prove the performance of our vehicles first hand to our prospected clients while racing them.

With an extensive background in customer service and marketing, I will be able to showcase our products and services. With these specialties we will be able to ensure we

reach all our target markets, while handling all customer service needs. We have been able to project our financial statements for the first two years of operation. The abilities to handle our financials will help us save money. It will also ensure we are growing and hitting our financial goals. With over 10 years of mechanics experience and certifications, R&D has extensive knowledge and experience within the performance and racing community.

We will need an initial investment of \$50,000. This money will be used for our initial investments in equipment, and securing our building. As well as being used to purchase equipment needed for daily operations. These include; two car hoist, one welder, various tools, and an engine hoist. We have been able to find most equipment used which will save us a substantial amount of capital. We will have a small amount of inventory on stock. However, we will purchase the majority at the time it is needed. This will reduce the amount of capital tied up inventory.

With weekly expenses at \$2,641 we would have to maintain 33 hours per week billing \$80 per flat rate hour of service in order to breakeven. Daily overhead expenses for a year equates to \$31,246.

2. OUR MISSION

To provide the best, and safest aftermarket automotive parts and services.

2.1. Values

Our values and morals is what will separate us from our competitors. We are focused on becoming a company that prides itself on our credo. We will focus on ensuring our customers trust us, while holding true to our ethical standards stated in our company credo.

2.2 Advantage

R&D will offer the ability to provide customers with vehicle pick-up and delivery services. Being that the majority of our clients will have race cars that are not street legal, we will offer them the option of us transporting their vehicle in our already acquired enclosed trailer. Our focus on customer satisfaction will separate us from our competitors. We also have distinct advantage being located in Metro Detroit, the “Motor City”.

3. COMPANY HISTORY

After working in the automotive field for several years, and having a passion for the performance side of the market, we have noticed a void in the market when it comes to local performance parts and services. There are a few local competitors, but they only concentrate on doing complete restorations and pass on basic performance parts and upgrades. After attending many car shows and races in the local area, there have been numerous people discussing the lack of a company that will perform smaller upgrades on a variety of vehicles and not just a niche market segment. With our automotive experience and a strong presence in the local industry, R&D Performance will be able to meet the demand for the parts and services that these enthusiasts are seeking.

4. BUSINESS AND INDUSTRY PROFILE

Since the invention of the automobile, car enthusiasts have been trying to customize them, make them faster and give them a personal touch. Automotive racing has been around for decades and has continued to adapt and grow with the times. With newer technologies, vehicles are constantly changing and requiring a skillset that once was not needed, and this allows it to be both at a maturity stage but still growing. The world revolves around vehicles and transportation so the market will always be there. We want to fit into this industry on the automotive service side with a specialization of vehicle performance and racing.

5. S.W.O.T

5.1. Strengths

We have a strong reputation in the local automotive scene. Having an ASE certified mechanic starting the company, our experience is not only based on our reputation, but it is also proven through our certifications. Our location is based right in the heart of the automotive performance market being close to the Motor City and two local race tracks.

5.2. Weaknesses

There are weaknesses to every business, and ours is no different. Seeing how we may have the skills and abilities to perform the necessary tasks on the vehicles, we have never actually owned our own shop. It will be a slight learning curve to find a balance in not

only working on the vehicles, but being able to make time to sell future jobs and market the company.

5.3. Opportunities

The Woodward Dream Cruise alone brings over 1 million car enthusiasts right to our doorstep. This gives us an opportunity to fix and repair cruiser vehicles to allow them to not only spectate, but join in on the fun. There are also many NHRA (National Hot Rod Association) sanctioned drag race events across the country every year. After getting our business up and running, we plan on building a race car to race in these events to get our name and presence nationwide. Thus, allowing us to prove our parts and services first hand. Once people realize our potential, it will open the door for us to build high dollar race cars and further expand our business.

5.4. Threats

Our current economy has been fluctuating up and down making people skeptical to spend money on hobbies. Building or improving a vehicle can be rather expensive, so there is always the threat of the market taking a dive again and business to slow down. Also, most performance and race cars run on petroleum, and the increasing cost of this has made some individuals reluctant to build a car that generally has a decrease in fuel economy.

5.5. Competitive Strategy

Our business will encompass a variety of different strategies. We plan on being slightly cheaper than our competitors, while still providing comparable or better service to our customers. R&D is focused on the performance side of the industry, while also

differentiating ourselves from our competitors by offering parts and services on a variety of different vehicles and not just a particular model or engine.

6. COMPANY PRODUCTS AND SERVICES

With an emphasis on the service side of vehicles, we offer a specialized skillset when it comes to enhancing the performance of our client's vehicles. Not all mechanics know how to do this, and it is what differentiates us from a normal repair facility. We will charge \$80 per flat rate hour when we are working on each vehicle, and purchase any of our parts from outside vendors with a nominal markup of 10%. However, some of the parts are in the thousands of dollars and we would still see profits from our small markup costs.

Clients will have the option of dropping their car off to us, or have us pick it up and drop it off after the services have been completed. Most customers have an idea of what they want but we can offer them guidance of what parts and services they need to reach their performance goals. Our ideal customer would be someone who is known in the racing scene with a competitive car. This way our name and reputation will be out there at the racetrack and at shows. After the business is up-and-running we will look into expanding by manufacturing our own performance parts and fill a niche' in the market.

7. MARKETING STRATEGY

7.1. Demographics:

The target market we will be focusing on is located within Oakland County. Oakland County covers 62 cities, villages, and townships. We believe this will be a sufficient size to target for the first two years of our business. We are focused on targeting anyone of driving age. We believe that within this age gap we will hit all spectrums of car enthusiast. This range makes up a large percentage of the total population. The average income per capita is \$53,865. Our primary gender for our target market is males; they make up around 50% of the total population. Oakland County provides a great spread of the market throughout each of its cities. Oakland County has around 1,367 people per square mile. The average amount of time (minutes) workers age 16+ spent driving to work is 26.5 minutes¹. This time does not reflect time spent running errands, or other various tasks. We are not limited to marketing to women. Everyone can enjoy car modifications and we do not want to neglect half of the total market. Comparative to the surrounding counties we feel that Oakland County best fills the demographic criteria of consumer we are looking to market to. As our company expands we will also expand our marketing strategy to other surrounding areas. We are fortunate to be living in the heart of Metro Detroit. We know that car enthusiasts are spread across the country, and we want to ensure that we have a marketing strategy in place to hit new demographics as we grow.

7.2. Customer Characteristics:

We are focused on customers that have the ability to spend discretionary income on their car. Generally education and income have a direct correlation. Oakland County has persons age 25+ who have earned a high school diploma at 89.3%, and a Bachelor's degree or higher at 38.2%. The National Center for Education Statistics has an average income of \$29,950 for high school graduates, and \$44,970-\$59,230¹ for persons earning Bachelor's degree or higher. Through experience and research we have found persons who are in this demographic tend to do car modifications. Those with a higher education tend to have higher paying jobs, and cars that reflect their status. People who spend any significant amount of time in their cars want to modify them in some way. This might mean for better performance, esthetics, or for personal pride. As cars continue to run longer people do not have to spend as much on maintenance, leaving consumers with the ability to focus on modifying their vehicles. We know there is a void in the market for this, and we plan to fill that void.

7.3. Market Size and Trends:

Automotive repair and maintenance demand has been on the rise. In the United States the retail level is projected to increase at 4% per year from 2005 to 2010. This equates to around \$105 billion. Mechanical is expected to remain the leading automotive repair, this equates for \$55.7 billion in growth². Although we are focused on performance car modifications, we cannot neglect other parts of the market. We feel that it is imperative to have a fall back plan. We will have all the tools and equipment necessary to provide services in both industries if necessary.

7.4. Industry Overview:

Over the past decade the automotive aftermarket has been driven by improvements in vehicle safety. Vehicle parts and components are lasting longer. These new technologies and innovations allow for the consumers to invest in car modifications and enhancements.

7.5. Market Segmentation:

We plan to focus on the five main components of car modifications and services; automotive repair, mechanical, exterior and structural, electrical, and electronic.

Each segments growth from 2000-2005 annually:

Automotive repair: This segment grew 3.8% to \$46.5 billion.

Exterior and Structural: This segment grew 4.7% per year to \$28.1 billion

Electrical: This segment grew 1.2% per year to \$7.9 billion

Electronic: This segment grew 7.9% to \$3.8 billion

The aftermarket automotive market is made up of a few key suppliers:

<u>Manufacturer</u>	<u>Products</u>	<u>Automotive brands</u>	<u>North American Sales</u> <u>in millions</u>
Bridgestone Corp	Air springs, tires	Bridgestone, Firestone, Dayton, Tiresplus, Airide	8,200
Michelin Group	Tires, retreads, tread rubber	Michelin, BF Goodrich, Uniroyal,	7,500
Dana Corp	Brake parts, drive train, filters, steering/suspension	Raybestos, Spicer, WIX,	1,900
Cooper Tire & Rubber Co.	Thermostats, hoses, inner tubes, automotive sealing and fluid delivery systems	Robertshaw, Cooper	1,900
Federal-Mogul	Brake Parts, fuel systems, chassis, steering/suspension, wiper blades, lighting, engine, driveline, ignition, gaskets, wheel bearings	Wagner Brake, Wagner lighting, Fel- Pro, Carter, Moog, ANCO, Sealed Power, Champion, Speed Pro, National/BCA	1,700

Continental AG	Belts and hoses, tires	Conti-Tech, General Tire, Continental,	1,500
ArvinMeritor	Exhaust systems, ride control, products, filters	Gabriel, Arvin, Purolator, Strong Arm, SteadLift, MightLift	575

These data shows us that there is a viable market for Aftermarket automotive parts².

This breakdown of suppliers shows us there is demand for aftermarket automotive parts.

It also shows us that there are many suppliers with whom we can do business with. This competitiveness will help us achieve lower purchase prices for our parts.

7.6. Typical Customer:

A Study done by AutoPacific of 2,182 youths between the ages of 16-27 found that both male and female see the automobile as a place of privacy, with 2/3 of men and 7/10 women agreeing with this statement. Retail sales for aftermarket accessories and specialty products reached \$29.3 billion in 2003 and are estimated to reach \$31.4 billion. Based on Toyota research offered to the public by SEMA, the findings concluded within the first month of release of the Scion, the average buyer spend \$1,000 on accessories. Another measurement provided by SEMA's Youth Lifestyle Study in 2004 of 1,044 youths surveyed at car shows and Spring Break events suggest that consumers had already spent on average \$3,000 or more on performance/stylizing products³. Another study of Gen Y youth and the automotive aftermarket conducted by AutoPacific Data and

by the Car Internet Research Program (CIRP). They found that 26% of male Gen Y and 19% of females intended to modify their vehicle⁴. With this data we feel that we can enter into the market with relative ease and be able to provide the services that are most desired by the market.

7.7. Advertising and Promotions:

We are home to the biggest car exposé in the world, the Woodward Dream Cruise. This event attracts over 1 million visitors per year, and brings car enthusiast from around the country. The event will act as a free form of advertising to showcase what we have done. With over 80,000 members of the NHRA (National Hot Rod Association) alone, racing at over 130 NHRA tracks around the U.S.⁵, there is a demand for performance parts and services. Being located in the “Motor City” gives us a strong customer base right in our hometown. This opportunity to showcase our products to the masses will help to generate business to those beyond Oakland County. Our goal is to brand ourselves within the Hot Rod community. We will hand out decals of our company logo so that consumers can put them on tool boxes, cars, or in their garage. We have found that average price for decals to range from \$5-30 for bulk shipments. This would be similar to a company giving out pens.

Another avenue that we feel should not be underutilized is social media. With twitter at 500 million accounts and Facebook at 1.1 billion we feel that this can be used as free promotion for our company. We will have the ability to focus on relationship marketing. We feel that customer retention is very important to the growth of our business. Generally when someone modifies their car they do multiple modifications over an extended time period. Through these sites we will be able to showcase new products or

services. The various social media sites will also be used to display work we have done. We will also use these for promotions and coupons. With social media we will be able to reach millions of people allowing for us to target nationally free of charge. This we feel will help expand our business to the next level.

We have also looked into billboard advertising. We have decided to advertise with Adams Marketing. We have looked to set up a digital billboard off of Jeffries Hwy near Schoolcraft Road. This area over the past year has generated a significant amount of traffic volume and we believe that this will help to generate 1-5 customers a month. Price is \$4,000 per cycle (28 days) you get 1,500 plays a day (information found from a billboard retailer). The attractiveness of the digital board gives us the ability to have our company logo on a billboard and help to establish brand recognition. With this data we can assume that close to 100,000 cars pass by this location during a given year. We feel that billboard advertising is one of the best ways to utilize our money.

7.8. Pricing:

Our cost structure will be based on services provided. We have a fixed rate of \$80 per service hour, with a 10% increase on all parts. Our variable cost will range from each service that we perform.

Our desired image is to be sought after by midrange/high-end car hobbyist. The service that will generate the highest income will be full engine rebuilds and electrical modifications. These services generally attract the high-end car consumer. We also know that other modifications such as window tinting or simple modifications appeal to the midrange consumer and we have to ensure that we do not segregate ourselves from any

part the aftermarket automotive market. We will offer other services that will span most all incomes. Our services and pricing will give us a competitive advantage. Generally modification shops will only undergo expensive modifications.

7.9. Sales and Incentives:

We plan on using various incentives to attract and retain customers.

Dynamic Pricing is something that we are able to use at our own liberty. If we are able to attract current customers to do more modifications with the guarantee of a discount, we feel this will encourage them to purchase more services.

We will look at bundling services together. Often times when doing modifications we are able to do other simple modifications with no real additional labor or parts. This will help with customer relationships. We feel that when someone believes they are getting a deal they are more likely to continue to do business with you, and recommend you.

We will also look at picking up and returning the car to customers once work has been completed. Often consumers do not have the extra time or means to drop off their own vehicle. We feel this will help with relationship marketing and facilitate a relationship with our customers.

8. LOCATION AND LAYOUT

We chose to operate out of Livonia. It offers a great centralized location between the major Metro Detroit cities. Livonia has a population of 96,739, with 9,281 business firms⁶. This city also offers a wide variety of facilities with competitive pricing and easy

access to main freeways. This is important to us because a great deal of our business will depend on easy access for our consumers as well as quick shipment of parts as we need them. Our shop will consist of an engine dynamometer, three car hoists, and all affiliated tools and machinery to perform our tasks.

8.1. Supply Channel:

A majority of our parts will come from local dealers as well as shipments by truck and courier service. Our location offers us easy access to several of the major highways. Timely delivery of parts and services is one of the areas we hope to create a competitive advantage. In order to do this we have to have easy access to major highways and airports.

8.2. Address:

31120 Industrial Rd Livonia, MI 48150

8.3. Traffic Flow around Business:

Merriman NB Joy to Plymouth, Livonia 2006 15,390

Merriman SB Joy to Plymouth, Livonia 2006 14,590

Merriman NB Plymouth to Schoolcraft, Livonia 2006 24,880

Merriman SB Plymouth to Schoolcraft, Livonia 2006 16,890

8.4. Local Business Statistics:

Total number of firms is 121,251. Manufactures shipments account for \$227,022,148. As a whole, Michigan totaled \$221,433,262. The Civilian labor force is 622,187, with an unemployment rate of 6.2%. The average earnings per job are \$58,787⁷.

8.5. Competitor Analysis

There are several local competitors that are in our local area including Victory Racing, Pandes Performance and Livernois Performance to name a few. A strength that they will have over us is brand recognition. All of them have been in business for 3+ years so we will have to price our services lower to gain a market share. However, their weakness is that they are all very expensive and miss out on a large part of the market that does not have tens of thousands of dollars in disposable income. All three of those companies specialize in Mustangs and Camaros, which makes up almost all of their business. It will affect us because we might lose some customers with those vehicles to them. But, those models only make up a percentage of performance vehicles so it will not harm us.

9. DESCRIPTION OF MANAGEMENT

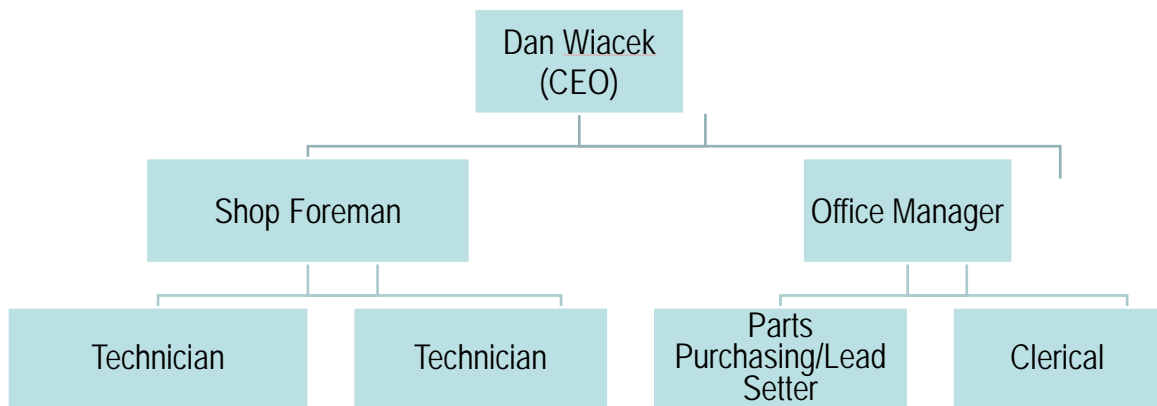
Daniel Wiacek (Owner/Operator)

Provide leadership to position the company at the forefront of the industry. Develop a strategic plan to advance the company's mission and objectives and to promote revenue, profitability and growth as an organization. Oversee company operations to insure production efficiency, quality, service, and cost-effective management of resources.

To provide strategic direction for the growth in the different verticals connected with the automobile industry like new vehicles sales, service, parts, used cars & TBA for the organization operations of a large business group.

10. BUSINESS OPERATIONS

R & D Performance will be owned and managed by dynamic professionals in the automotive industry. Having ownership and a personal investment in the business will ensure that management has a vested interest in the company's success. The organizational chart is noted below:



11. FINANCIALS

Based on your cash flow statement we have come up with the following financial projections. We will have an initial investment of \$50,000. This cash will come from a family member. The terms of repayment have been agreed upon at \$480 per week, to be paid off in two years' time. We have an initial equipment purchase of \$25,000. The equipment purchased includes two car hoists, welder, hand tools, machining equipment and required safety equipment. Some of the tools have figured at being purchased in used condition. With weekly expenses at \$2,641 we would have to maintain 33 hours per week billing \$80 per flat rate hour of service in order to breakeven. All of our data was formulated through research as well as previous experience. The numbers that we have generated have been figured on the heavy end to make sure we cover our expenses. Our direct materials will change from week to week depending on the jobs we our performing. There will be an extra 5% mark up on our parts. We will also not get paid until services are rendered. With our initial cash investment we will have enough to purchase parts and inventory this will cover the first few weeks of operation.

12. EXIT STRATEGY

The owners of R&D Performance will exit this endeavor after they have created a flourishing business that could be sold for a substantial profit and/or as a franchise that could serve rural communities across the country. It is intended to run this business until ready to retire or have decided to sell the business and start another.

Should the original plan not work, R&D will transition into a normal operating auto repair shop. The sole purposes are to continuously attain revenue and service our community. In the event the proposed plan is not successful we will implement necessary measures to exit the business endeavor with minimal damage to our owners and investors. All equipment and merchandise will be sold to cover any outstanding debts. Any remaining debt will be paid by the owners in the form of monthly payments until all debts are satisfied. Definitions of "successful" and time limits for achieving milestones have been included in the composed owners' partnership agreement.

The success of the business will be monitored monthly in the first year and quarterly in subsequent years. The owners are aware that it usually takes new businesses three years to start turning a profit and that the business could operate at a loss during that time. The owners will keep this in mind when evaluating the state of the business, and make adjustments when possible to keep the business running with a positive cash flow.

Obtaining a professional to observe will be essential; including but not limited to documentation of expenses, invoices, backorders, payroll deductions, benefits, cash management, etc. Acceptable loss has been determined; if the business exceeds this amount and is unable to compensate the owners, we will begin the process of closing the business and paying back debt.

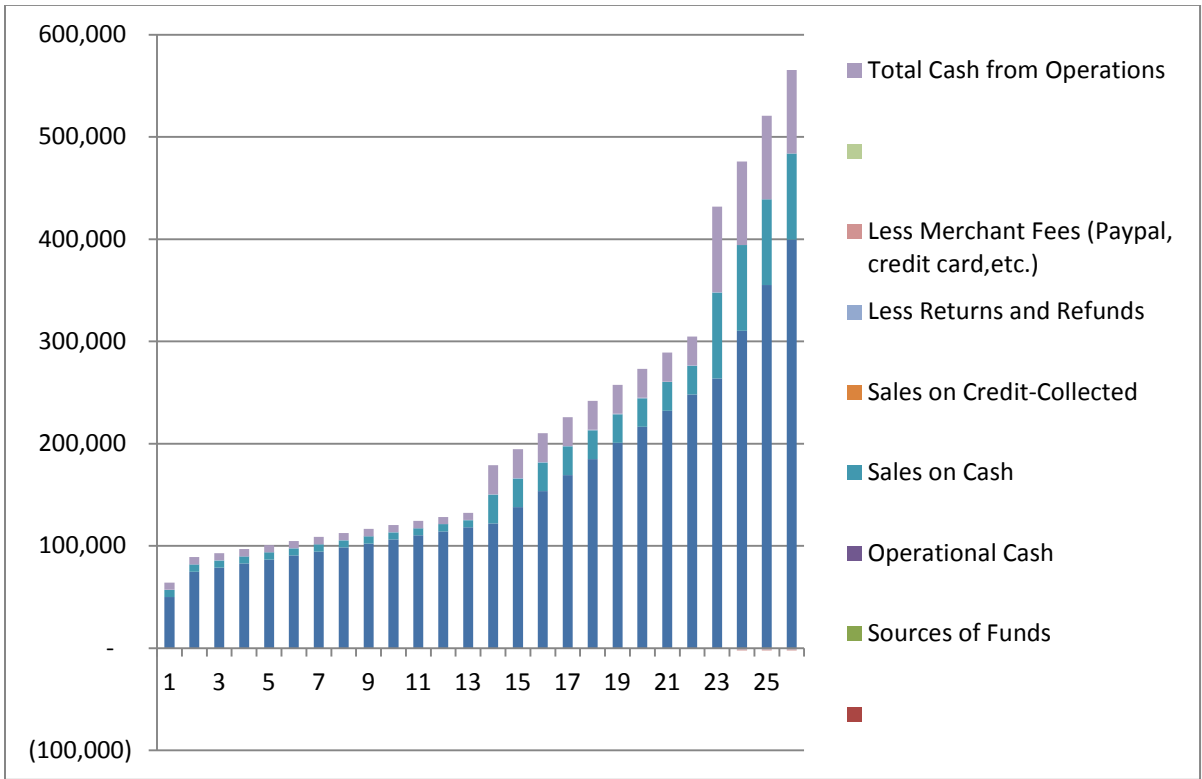
13. APPENDIX

13.1. R & D Performance - Pro Forma Balance Sheet

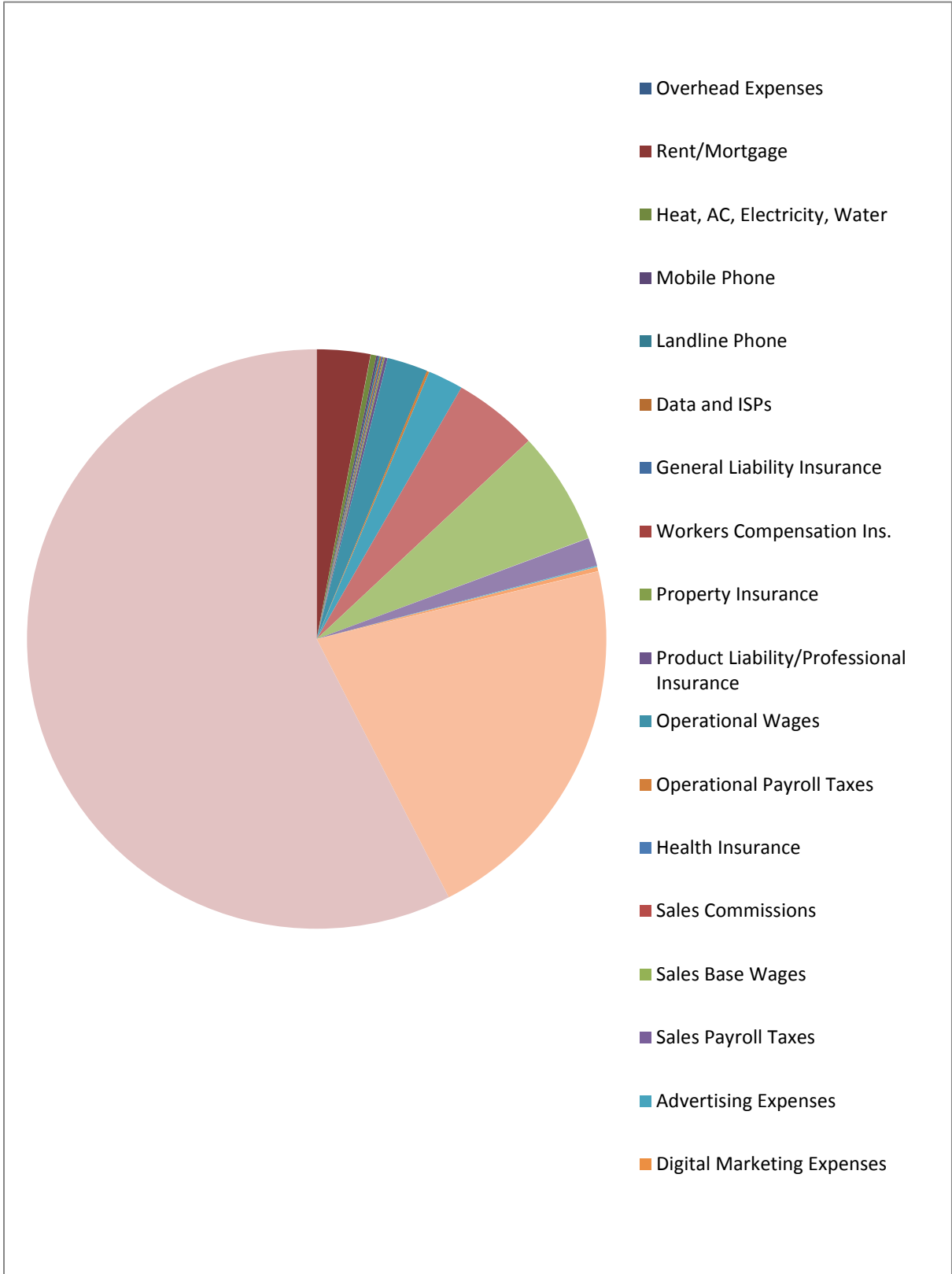
Two Year Basic Cash Flow Projection				
13-weeks + 9-months + 4-quarters				
	Yr 1 Q1	Yr 2 Q2	Yr 2 Q3	Yr 2 Q4
STARTING CASH BALANCE	263684	310338	354992	399646
Sources of Funds				
Operational Cash				
Sales on Cash	84000	84000	84000	84000
Sales on Credit-Collected	0	0	0	0
Less Returns and Refunds	500	-1500	-1500	-1500
Less Merchant Fees (Paypal, credit card,etc.)	-840	-840	-840	-840
Total Cash from Operations	83660	81660	81660	81660
Financing Cash				
Additional Equity				
Additional Debt	-5760	-5760	-5760	-5760
Total Cash from Financing	-5760	-5760	-5760	-5760
Total Sources of Funds	77900	75900	75900	75900
Uses of Funds				
Direct Costs				
Direct Materials/Equipment				
Direct Labor				
Other Direct Costs				
Total Direct Costs	0	0	0	0
Overhead Expenses				
Rent/Mortgage	2800	2800	2800	2800
Heat, AC, Electricity, Water	1200	1200	1200	1200
Mobile Phone	450	450	450	450

Landline Phone	300	300	300	300
Data and ISPs	300	300	300	300
General Liability Insurance	300	300	300	300
Workers Compensation Ins.	156	156	156	156
Property Insurance	300	300	300	300
Product Liability/Professional Insurance	600	600	600	600
Operational Wages	8400	8400	8400	8400
Operational Payroll Taxes	540	540	540	540
Health Insurance	0	0	0	0
Sales Commissions	0	0	0	0
Sales Base Wages	0	0	0	0
Sales Payroll Taxes	0	0	0	0
Advertising Expenses	7500	7500	7500	7500
Digital Marketing Expenses	0	0	0	0
Travel Meals and Entertainment	0	0	0	0
Office Supplies	0	0	0	0
Printing and Copying	1500	1500	1500	1500
Postage	6000	6000	6000	6000
Legal Fees	300	300	300	300
Accounting Fees	600	600	600	600
Other Consulting Fees	0	0	0	0
Administrative Wages	0	0	0	0
Administrative Payroll Taxes	0	0	0	0
Health Insurance	0	0	0	0
Total Overhead Expenses	31246	31246	31246	31246
Total Operational Uses of Funds	31246	31246	31246	31246
Financing				
Return of Equity to Investors				
Debt Payment 1 (P&I)				
Debt Payment 2 (P&I)				
Total Financing Uses of Funds	0	0	0	0
Total Uses of Funds	31246	31246	31246	31246
ENDING CASH BALANCE	310338	354992	399646	444300

13.2. Cash Flow Statement – Graph



13.3. Breakdown of Proposed Uses



13.4 Résumé

Daniel Wiacek

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Walled Lake, MI 48390

248.882.8284

Danwiacek@gmail.com

EDUCATION

2012-Present

Eastern Michigan University

Ypsilanti, MI

BBA in Business Management

College of Business Honors and Honors College

2008-2012

Schoolcraft College

Livonia, MI

Associates Degree in Business Marketing and Management

Certification in Engineering

Phi Theta Kappa National Honors, Business Honor, and Honors College

1999-2003

EXPERIENCE

2005 – Present

Homestyle Cabinetry

Garden City, MI

Partner and Manager

- Market and Manage the day to day operations of running the business
- Complete numerous construction projects
- Build and deliver all needed materials to job sites
- Solicit and Complete all jobs

2005

Roush Racing

Livonia, MI

Engineer and Fabricator

- Fabricate various prototype and engine parts for dynamometer testing
- Design and build motor mounts and set-up engines in test cells
- Fabricate many parts such as exhaust and cooling systems

2002 – 2005

Erin Industries

Walled Lake, MI

Production Supervisor and Dynamometer Technician

- Set-up fabrication and Supervised production of parts
- Performed quality control and diagnostics working directly with the customers
- Delivered all finished products to suppliers
- Set-up, Programmed and fabricated tooling for CNC tubing benders
- Performed MIG & TIG welding
- Performed machining operations on mills, lathes and grinders

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