



JENNIFER | HEATHER
& ASSOCIATES
Always You First

Strategic Plan Document
2019

CONFIDENTIAL

Summary:

J|H & Associates was formed in January 2018 by Jennifer Morris and Heather Clouse. After their first year in business, they decided to embark on a strategic planning process that would help guide them through 2019. They completed a strengths workshop, branding workshop, and a goal-setting and strategic planning workshop in order to create what is contained within this document.

Vision:

J|H Associates is a thriving business that is on track to get the Lifetime Presidents Club Award and we are living the lifestyle we dream of having for ourselves and our family.

Mission Statement:

Our mission is to provide our clients with exceptional customer service with our blend of unique skill sets, we deliver an empowering buying and/or selling experience during one of the most important chapters in our clients lives.

2019 Goals:

- J|H will each reach President's Club, ultimately reaching \$10M in sales revenue for the year.
- J|H will successfully achieve creating and implementing a marketing plan for their brand.
- J|H will provide an empowering and excellent customer experience through excellent customer service for our clients both past, present, and future.
- J|H will have a fully functioning and operational business with all proper paperwork filed and all financial services in place.
- J|H will continually learn and grow through monthly professional development experiences.

Section One

Financial Goal:

J|H will each reach President's Club, ultimately reaching \$10M in sales revenue for the year.

Financial Strategy:

J|H will determine their overall business success plan which will breakdown the overarching financials for the business including sales revenue, target transactions, etc. (See Appendix for Strategy Documents)

Financial Objectives:

Jennifer's Objectives:

- Targeted Annual Income: \$85,000
- Taxable Income: \$121,428.57
- Target Gross Commission Income: \$150,754.33
- Target Sales Volume based on targeted annual income: \$4,568,313.07
- Overall Sales Volume Goal: \$5M

Heather's Objectives:

- Targeted Annual Income: \$75,000
- Taxable Income: \$107,142.86
- Target Gross Commission Income: \$135,556.76
- Target Sales Volume based on targeted annual income: \$4,107,780.69
- Overall Sales Volume Goal: \$5M

Financial Tactics:

Jennifer's Tactics:

- Total Target Transactions: 23
 - o Hold 12 seller appointments and get 10 listings
 - Goal Total: 8 Seller Transactions
 - o Hold 23 buyer appointments and get 19 listings
 - Goal Total: 15 Buyer Transactions

Heather's Tactics:

- Total Target Transactions: 21
 - o Hold 11 seller appointments and get 9 listings
 - Goal Total: 7 Seller Transactions
 - o Hold 21 buyer appointments and get 17 listings
 - Goal Total: 13 Buyer Transactions

Section Two

Marketing Goal:

J|H will successfully achieve creating and implementing a marketing plan for their brand.

Marketing Strategy:

Marketing planning for the year has been created and J|H will utilize this planning tool to help them to accomplish their goal. (See Appendix)

Marketing Objectives:

J|H's marketing efforts are meant to engage and cultivate past, current and future clients so that their clients see them as their go-to real estate agents.

Marketing Tactics:

J|H will work towards the completion of these items in order to meet their goals for marketing:

- Develop content for each quarter at the beginning of the new quarter. This content is meant to be enough for 1 blog post per month, daily social media posts, and J|H Adventure videos (1 per quarter).
- Website creation for www.jandhrealtors.com to be a place for clients to get to know the J|H brand and to get information.
- Continual push for clients to use the MIBOR App for J|H (can do this as part of your drip campaigns or as you work with new clients ask them to get the app).
- Send out House Anniversary Cards, Birthday Cards each month and Holiday Cards in Nov/Dec.
- Create client info videos to include:
 - Appraisals
 - Inspections
 - Pre-Approvals
 - Buying Process
 - Selling Process
 - Closings
- Once the client videos are created, post them to the J|H website as well as social media.
- Get Headshots Taken for the Duo and Personal
- Get New Business Cards Ordered
- Get Mailers Created, Printed and Mailed (3x's per year)

- Newsletters Created, Printed, and Mailed (3x's per year)
- In addition to posting on Social Media, each month J|H will either boost a post or create an ad for Facebook. This will be an area of new engagement and potential new business.
- Will hold 3 open houses per month and will follow up on all leads by using the customer flow chart to ensure they get the appropriate follow up and communications.
- J|H will attend networking events each month and will ensure they are utilizing their SOI to its maximum capacity.
- J|H will check each month the viability of Zillow and how it's helping their business and will making decisions about additional dollars spent in this area.
- J|H will hold 3 events per year for past, current, and future clients.

Additional Marketing Info:

- Facebook & Instagram Goals: Increase followers and likes and engagement (shares/comments, etc.) throughout 2019 so that we have a good benchmark for what needs to happen in 2020 for their social media plan.
- Use these #'s:
 - #dynamicduo
 - #guidingyouhome
 - #jandHRealtors
 - #housebyclouse
 - #alwaysufirst
 - Jennifer do you have a # you typically use?
- For the J|H Adventures, use #AdventuresofjandH
- After working with clients, ask them to give you a review on facebook. It would be great if they can write a little something out about their experience.

Section Three

Customer Service Goal:

J|H will provide an empowering customer experience through excellent customer service for our clients both past, present, and future.

Customer Service Strategy:

J|H will create various customer workflows to help them determine how best to funnel clients appropriately through the process of working with them.

Customer Service Objectives:

J|H will have happy and satisfied clients that refer business and use them time and again for their home buying/selling needs.

Customer Service Tactics:

The overall tactics that will be needed include:

- Creating the workflow process for each type of client (See appendix for the chart).
- Set up the CRM.
 - Get all past clients into the system by the end of the month in January
 - Add new clients to the CRM per the workflow chart
- Set up the various drip campaigns in the CRM for the appropriate client needs and set up tags for the clients in order to segment the campaigns correctly.
- Follow the workflow that we created for each client (past, present, and future).
- Use the DISC information to help us to navigate each clients needs for ultimate success for that client.

Section Four

Operations Goal:

J|H will have a fully functioning and operational business with all proper paperwork filed and all financial services in place.

Operations Strategy:

J|H will put the necessary plans and people in place in order to stay legal.

Operations Objectives:

J|H will make revenue and therefore want to ensure their business is safe, secure and legal.

Operations Tactics:

J|H will ensure these items are properly handled with help from a financial professional:

- J|H will meet with Joy Dossey to determine if she is a good fit for their business financial needs. If Joy Dossey is a good fit, they will get her hired. If she is not, Creative Solutions Consulting can provide them with another option.
- J|H and Associates will file all proper paperwork for creating their LLC.
- J|H will work with the hired accountant to set up their budgets for personal and business. (See appendix for a sample accounting document you can use)
- J|H will work with accountant to determine best course of action for keeping financials managed and budgets met.
- J|H will get a bank account set up for the business where all business expenses will be paid from said account.
- J|H will file taxes appropriately based on accountants recommendations.

Section Five

Professional Development Goal:

J|H will continually learn and grow through monthly professional development experiences.

Professional Development Strategy:

J|H will develop a plan for what professional development they will seek out for 2019 and when they will partake in the course/webinar, etc. Once the plan is developed, they will register (if required) and ensure that the event goes on their calendar.

Professional Development Objectives:

To learn and grow professionally in business and to use the things learned and resources gained to benefit their business as appropriate.

Professional Development Tactics:

J|H's professional development tactics include:

- Develop a plan for when and what type of education and get registered for events.
- Set up mentor sessions with 12 people in the industry (one per month) where J|H will go prepared with questions that they'd like to ask the mentor about their business. After each session, J|H will debrief to determine best course of action or if any action will be taken.
- J|H will begin to look for real estate conferences taking place in 2019. They will then register and get travel accommodations prepared. They will debrief after the conference to ensure they've captured and gained the knowledge they wished to gain and begin to incorporate it into their business.
- They will attend Mibor trainings and Tucker University trainings.
- They will complete their 12 hours of continuing education for 2019.
- They will determine what books they want to read and discuss.

2019 Tasks List

Quarter 1

January Tasks:

❑ Financial:

- ❑ Sales revenue of \$833,333 reached or exceeded
- ❑ J and H will each hold 1 seller appointment
- ❑ J and H will each hold 2 buyer appointments
- ❑ Ensure you are reaching out to all of your SOI and referrals
- ❑ Hold 3 Open Houses
- ❑ Constant Contact and Communications with Clients, Leads, etc.

❑ Marketing:

- ❑ Create all of first quarters content, schedule and post content for:
 - ❑ 1 Blog post per month
 - ❑ Daily Social Media Posts on Facebook and Instagram
 - ❑ J|H Adventures Video posted to Social Media in January
 - ❑ Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
- ❑ Website creation started in January (Weebly and Squarespace good to start out with and typically cost about \$25/month plus the domain name which you've already secured.)
- ❑ Get Photoshoot scheduled and Get Photos Taken (Could be used on your business cards and on the website.)
- ❑ Send out House Anniversary Cards and Birthday Cards
- ❑ Create 2 of the 6 informational client videos
- ❑ Ensure your Zillow Advertising is Up and Running
- ❑ Attend a networking event

❑ Customer Service:

- ❑ All past and current clients are entered into the CRM database
- ❑ All workflows for various clients are set up

❑ Operations:

- ❑ Met with and hired an accountant
- ❑ Filed LLC Paperwork
- ❑ Created budgets for Personal and Business
- ❑ Secured a Bank Account

❑ Professional Development:

- ❑ Develop your training/education plan for the year so that you can determine what your monthly professional development looks like (trainings, webinars, conferences, books, etc.).

- ❑ Set up a mentor session and then debrief afterwards about how it went and what you learned.
- ❑ Attend 2 Professional Development Trainings

February Tasks:

❑ Financial:

- ❑ Sales revenue of \$833,333 reached or exceeded
- ❑ J and H will each hold 1 seller appointment
- ❑ J and H will each hold 2 buyer appointments
- ❑ Ensure you are reaching out to all of your SOI and referrals
- ❑ Hold 3 Open Houses
- ❑ Constant Contact and Communications with Clients, Leads, etc.

❑ Marketing:

- ❑ Schedule and post content from what you put together in January for:
 - ❑ 1 Blog post for the month
 - ❑ Daily Social Media Posts on Facebook and Instagram-February
 - ❑ Create a Facebook Ad (schedule it over the course of several days-4 max and plan for \$50-\$100 total ad spend)--best if this ad could be for a house you are trying to sell.
- ❑ Website finished in February
- ❑ Google My Business Set Up once Website is completed
- ❑ Get Business Cards Ordered
- ❑ Send out House Anniversary Cards and Birthday Cards
- ❑ Create 2 more informational client videos
- ❑ Ensure your Zillow Advertising is Up and Running
- ❑ Attend a networking event
- ❑ Determine your March Mailer and get it created and printed

❑ Customer Service:

- ❑ Create tags for everyone in the database

❑ Operations:

- ❑ Monthly accounting tracking has begun
- ❑ Begin Tax Preparation for 2018 with accountant

❑ Professional Development:

- ❑ Set up a mentor session and then debrief afterwards about how it went and what you learned.
- ❑ Attend 2 Professional Development Trainings

March Tasks:

❑ Financial:

- ❑ Sales revenue of \$833,333 reached or exceeded
- ❑ J and H will each hold 1 seller appointment
- ❑ J and H will each hold 2 buyer appointments
- ❑ Ensure you are reaching out to all of your SOI and referrals
- ❑ Hold 3 Open Houses
- ❑ Constant Contact and Communications with Clients, Leads, etc.

❑ Marketing:

- ❑ Schedule and post content from what you put together in January for:
 - ❑ 1 Blog post for the month
 - ❑ Daily Social Media Posts on Facebook and Instagram-March
 - ❑ Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
- ❑ Send out March Mailer to past, current, and prospective clients
- ❑ Create the Spring Newsletter and Send out (It might be the March mailer instead of having two different pieces)
- ❑ Send out House Anniversary Cards and Birthday Cards
- ❑ Create the last 2 informational client videos
- ❑ Ensure your Zillow Advertising is Up and Running
- ❑ Attend a networking event
- ❑ Plan your April Client Event, get it scheduled and begin to market the event

❑ Customer Service:

- ❑ Get Drip Campaigns Set Up

❑ Operations:

- ❑ Monthly accounting
- ❑ Tax Preparation for 2018 with accountant

❑ Professional Development:

- ❑ Set up a mentor session and then debrief afterwards about how it went and what you learned.
- ❑ Attend 2 Professional Development Trainings
- ❑ Determine your Conference for 2019 including registration and travel.

❑ Other:

- ❑ Set up Coaching Session Quarterly Check-In with Misty (need 2 hours)

Quarter 2

April Tasks:

❑ Financial:

- ❑ Sales revenue of \$833,333 reached or exceeded
- ❑ J and H will each hold 1 seller appointment
- ❑ J and H will each hold 2 buyer appointments
- ❑ Ensure you are reaching out to all of your SOI and referrals
- ❑ Hold 3 Open Houses
- ❑ Constant Contact and Communications with Clients, Leads, etc.

❑ Marketing:

- ❑ Create all of second quarters content, schedule and post content for:
 - ❑ 1 Blog post per Month
 - ❑ Daily Social Media Posts on Facebook and Instagram-April
 - ❑ Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
 - ❑ J|H Adventures Videos posted to Social Media in April
- ❑ Get Information Videos Set Up on the Website and ensure the drip campaigns for new clients include a link to this page because it will not be visible to the public.
- ❑ Send out House Anniversary Cards and Birthday Cards
- ❑ Ensure your Zillow Advertising is Up and Running
- ❑ Attend a networking event
- ❑ Client Event Takes Place

❑ Customer Service:

- ❑ Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.

❑ Operations:

- ❑ Monthly accounting tracking
- ❑ Taxes Due

❑ Professional Development:

- ❑ Set up a mentor session and then debrief afterwards about how it went and what you learned.
- ❑ Attend 2 Professional Development Trainings

❑ Other:

- ❑ Coaching Session Quarterly Check In with Misty (need 2 hours)
- ❑ Set Up Your 2nd 90-Day Plan-make adjustments as needed based on feedback from 1st 90-Day Plan Review

May Tasks:

Financial:

- Sales revenue of \$833,333 reached or exceeded
- J and H will each hold 1 seller appointment
- J and H will each hold 2 buyer appointments
- Ensure you are reaching out to all of your SOI and referrals
- Hold 3 Open Houses
- Constant Contact and Communications with Clients, Leads, etc.

Marketing:

- Schedule and post content from what you put together in April for:
 - 1 Blog post per Month
 - Daily Social Media Posts on Facebook and Instagram-May
 - Create a Facebook Ad (schedule it over the course of several days-4 max and plan for \$50-\$100 total ad spend)--best if this ad could be for a house you are trying to sell.
- Send out House Anniversary Cards and Birthday Cards
- Ensure your Zillow Advertising is Up and Running
- Attend a networking event

Customer Service:

- Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.

Operations:

- Monthly accounting tracking

Professional Development:

- Set up a mentor session and then debrief afterwards about how it went and what you learned.
- Attend 2 Professional Development Trainings

June Tasks:

Financial:

- Sales revenue of \$833,333 reached or exceeded
- J and H will each hold 1 seller appointment
- J and H will each hold 2 buyer appointments
- Ensure you are reaching out to all of your SOI and referrals
- Hold 3 Open Houses
- Constant Contact and Communications with Clients, Leads, etc.

Marketing:

- Schedule and post content from what you put together in April for:
 - 1 Blog post per Month

- ❑ Daily Social Media Posts on Facebook and Instagram-June
 - ❑ Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
- ❑ Create the Summer Newsletter and Send to Clients
- ❑ Send out House Anniversary Cards and Birthday Cards
- ❑ Ensure your Zillow Advertising is Up and Running
- ❑ Attend a networking event
- ❑ **Customer Service:**
 - ❑ Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.
- ❑ **Operations:**
 - ❑ Monthly accounting tracking
- ❑ **Professional Development:**
 - ❑ Set up a mentor session and then debrief afterwards about how it went and what you learned.
 - ❑ Attend 2 Professional Development Trainings
- ❑ **Other:**
 - ❑ Set up Coaching Session Quarterly Check In with Misty (need 2 hours)

Quarter 3

July Tasks:

- ❑ **Financial:**
 - ❑ Sales revenue of \$833,333 reached or exceeded
 - ❑ J and H will each hold 1 seller appointment
 - ❑ J and H will each hold 2 buyer appointments
 - ❑ Ensure you are reaching out to all of your SOI and referrals
 - ❑ Hold 3 Open Houses
 - ❑ Constant Contact and Communications with Clients, Leads, etc.
- ❑ **Marketing:**
 - ❑ Create all of third quarters content, schedule and post content for:
 - ❑ 1 Blog post per week-July
 - ❑ Daily Social Media Posts on Facebook and Instagram-July
 - ❑ Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
 - ❑ J|H Adventures Videos posted to Social Media in July
 - ❑ Send out House Anniversary Cards and Birthday Cards
 - ❑ Ensure your Zillow Advertising is Up and Running
 - ❑ Attend a networking event

- ❑ Plan your August Client Event, get it scheduled and begin to market the event
 - ❑ Prepare the football mailer
- ❑ **Customer Service:**
 - ❑ Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.
- ❑ **Operations:**
 - ❑ Monthly accounting tracking
- ❑ **Professional Development:**
 - ❑ Set up a mentor session and then debrief afterwards about how it went and what you learned.
 - ❑ Attend 2 Professional Development Trainings
- ❑ **Other:**
 - ❑ Coaching Session Quarterly Check In with Misty (need 2 hours)
 - ❑ Set Up Your 3rd 90-Day Plan-make adjustments as needed based on feedback from 2nd 90-Day Plan Review

August Tasks:

- ❑ **Financial:**
 - ❑ Sales revenue of \$833,333 reached or exceeded
 - ❑ J and H will each hold 1 seller appointment
 - ❑ J and H will each hold 2 buyer appointments
 - ❑ Ensure you are reaching out to all of your SOI and referrals
 - ❑ Hold 3 Open Houses
 - ❑ Constant Contact and Communications with Clients, Leads, etc.
- ❑ **Marketing:**
 - ❑ Schedule and post content for:
 - ❑ 1 Blog post per Month
 - ❑ Daily Social Media Posts on Facebook and Instagram-August
 - ❑ Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
 - ❑ Send out August Football Mailer to Clients
 - ❑ Send out House Anniversary Cards and Birthday Cards
 - ❑ Ensure your Zillow Advertising is Up and Running
 - ❑ Attend a networking event
 - ❑ Client Event Takes Place
- ❑ **Customer Service:**
 - ❑ Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.

Operations:

- Monthly accounting tracking

Professional Development:

- Set up a mentor session and then debrief afterwards about how it went and what you learned.
- Attend 2 Professional Development Trainings

September Tasks:

Financial:

- Sales revenue of \$833,333 reached or exceeded
- J and H will each hold 1 seller appointment
- J and H will each hold 2 buyer appointments
- Ensure you are reaching out to all of your SOI and referrals
- Hold 3 Open Houses
- Constant Contact and Communications with Clients, Leads, etc.

Marketing:

- Schedule and post content for:
 - 1 Blog post per Month
 - Daily Social Media Posts on Facebook and Instagram-September
 - Create a Facebook Ad (schedule it over the course of several days-4 max and plan for \$50-\$100 total ad spend)--best if this ad could be for a house you are trying to sell.
- Send out House Anniversary Cards and Birthday Cards
- Ensure your Zillow Advertising is Up and Running
- Attend a networking event
- Prepare content for the Fall Newsletter

Customer Service:

- Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.

Operations:

- Monthly accounting tracking

Professional Development:

- Set up a mentor session and then debrief afterwards about how it went and what you learned.
- Attend 2 Professional Development Trainings

Quarter 4

October Tasks:

Financial:

- Sales revenue of \$833,333 reached or exceeded
- J and H will each hold 1 seller appointment
- J and H will each hold 2 buyer appointments
- Ensure you are reaching out to all of your SOI and referrals
- Hold 3 Open Houses
- Constant Contact and Communications with Clients, Leads, etc.

Marketing:

- Create all of fourth quarters content, schedule and post content for:
 - 1 Blog post per Month
 - Daily Social Media Posts on Facebook and Instagram-October
 - Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
 - J|H Adventures Videos posted to Social Media in October
- Send out House Anniversary Cards and Birthday Cards
- Ensure your Zillow Advertising is Up and Running
- Attend a networking event
- Send out Fall Newsletter to clients
- Plan your November Client Event, get it scheduled and begin to market the event

Customer Service:

- Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.

Operations:

- Monthly accounting tracking

Professional Development:

- Set up a mentor session and then debrief afterwards about how it went and what you learned.
- Attend 2 Professional Development Trainings

November Tasks:

Financial:

- Sales revenue of \$833,333 reached or exceeded
- J and H will each hold 1 seller appointment
- J and H will each hold 2 buyer appointments

- ❑ Ensure you are reaching out to all of your SOI and referrals
- ❑ Hold 3 Open Houses
- ❑ Constant Contact and Communications with Clients, Leads, etc.
- ❑ **Marketing:**
 - ❑ Schedule and post content for:
 - ❑ 1 Blog post per Month
 - ❑ Daily Social Media Posts on Facebook and Instagram-November
 - ❑ Create a Facebook Ad (schedule it over the course of several days-4 max and plan for \$50-\$100 total ad spend)--best if this ad could be for a house you are trying to sell.
 - ❑ Send out House Anniversary Cards and Birthday Cards
 - ❑ Get Holiday Cards Ordered and Prepared for Sending in December
 - ❑ Ensure your Zillow Advertising is Up and Running
 - ❑ Attend a networking event
 - ❑ Client Event Takes Place
- ❑ **Customer Service:**
 - ❑ Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.
- ❑ **Operations:**
 - ❑ Monthly accounting tracking
- ❑ **Professional Development:**
 - ❑ Set up a mentor session and then debrief afterwards about how it went and what you learned.
 - ❑ Attend 2 Professional Development Trainings
 - ❑ By now you should have your 12 hours of continuing education completed.

December Tasks:

- ❑ **Financial:**
 - ❑ Sales revenue of \$833,333 reached or exceeded
 - ❑ J and H will each hold 1 seller appointment
 - ❑ J and H will each hold 2 buyer appointments
 - ❑ Ensure you are reaching out to all of your SOI and referrals
 - ❑ Hold 3 Open Houses
 - ❑ Constant Contact and Communications with Clients, Leads, etc.
- ❑ **Marketing:**
 - ❑ Schedule and post content for:
 - ❑ 1 Blog post per Month
 - ❑ Daily Social Media Posts on Facebook and Instagram-December

- Boost a Facebook Post (Determine how much you'd like to spend-probably not more than \$20)
- Send out House Anniversary Cards and Birthday Cards
- Send out Holiday Cards
- Ensure your Zillow Advertising is Up and Running
- Attend a networking event
- Customer Service:**
 - Ongoing upkeep to the CRM, ensuring all new clients are entered into the system and that drip campaigns are being sent out appropriately.
- Operations:**
 - Monthly accounting tracking
 - Budget Prep with Accountant for 2020
- Professional Development:**
 - Set up a mentor session and then debrief afterwards about how it went and what you learned.
 - Attend 2 Professional Development Trainings
 - By now you should have your 12 hours of continuing education completed.
- Other:**
 - Coaching Session Quarterly Check In with Misty (need 2 hours)
 - Plan your 2020 Strategic Planning Session with Misty (4-6 hours)

Appendix

Appendix A: Financial

https://drive.google.com/open?id=1_U5L2zjC8wTf0BOKaWC1IEjoAJ2ryGTIdaix29SUD8w

Appendix B: Marketing

<https://drive.google.com/open?id=1EBfw1zZWeH6gZaqgDanVyQAvi-lzj067ysYeUE7WEtM>

Appendix C: Customer Service

<https://drive.google.com/open?id=1ILm-5Puj9QkIsdpSDF-JXP7GiYGSCrvMyqGlptdb-Xc>

Appendix D: Operations

https://drive.google.com/open?id=12cv_rx6Djc-rQJy9OILCDLDfsjkY1Pgi6Faic8DrB6s