

Green Resort Consulting

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Making the Business Case for Sustainability | Fall 2017

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EXECUTIVE SUMMARY

General Company Description:

Green Resort Consulting works with ski and beach resorts to optimize operations and source materials and products efficiently in order to lessen their harm on the environment and save resources.

Products And Services:

This consulting firm will have an industry leading team for every aspect of resort departments. These specialized teams will be able to analyze and implement sustainable systems and resources into each resort department.

Marketing Plan:

The current competition in the consulting industry for green resorts is healthy. A portion of both snow and beach resorts are making initiatives towards responsible tourism. This indicates a demand and larger opportunity to help these resorts become high function entities that utilize sustainable frameworks to provide world class experiences for their guests. Our approach is to help the resorts we work with improve the experience of their guest through responsible tourism. We will solely focus on ski resorts and beach resorts to protect the waters and the environments that we get to enjoy and play in.

Operational Plan:

Our home base located in either Chicago, Portland, or Minneapolis will work as a place for the team to strategize and create techniques for resort implementation. When working with a resort our team will live on site or close to the resort and work remotely to stay in communication with the home base.

A sentence or two about your Legal Environment.

Management And Organization:

To bring GRC to fruition we will first focus on finding our department directors and executive outreach teams. Then seek to acquire our first client within the first three months of operation.

Financial Plan:

A sentence or two about Financial issues.

Next Steps:

A sentence or two about how you might implement this plan.



RESORT GREEN CONSULTING

The Resort Green Consulting will implement sustainable infrastructure into large scale resort operations. Taking a look at all aspects of the resort, sustainable implementer crews will collaborate, teach, and help departments to take on sustainable frameworks into their short and long term functions. The goal with these crews is to look for areas that are excessive, wasteful or inefficient. All areas of the company would be assessed from high level operations such as energy and water use to waste management to marketing consumer facing initiatives and beyond. Long term cost-savings, use of green certified alternative products, obtaining eco-labels and greener practices for the betterment of the resort as a solid functioning entity would be the end result.

This business will strive from turning highly successful resorts into triple bottom line companies with a purpose. Not only will it save the company money but it will provide a

lasting entity that will sustain the environment and community it lives in and additionally attract consumers through conscious eco branding.

Guiding Principles

The Living Principles for Design framework is a catalyst for driving positive cultural change. Created by sustainability professionals working with the AIGA (a US national graphic arts industry group), the LP-Framework distills the four streams of sustainability — environment, people, economy, and culture — into a roadmap that is understandable, integrated, and most importantly, actionable.

THE LIVING PRINCIPLES: Four Streams Of Integrated Sustainability

GUIDING PRINCIPLES



Environment: Actions and issues that affect natural systems, including climate change, preservation, carbon footprint and restoration of natural resources.

- **We will lessen the negative impacts of the tourism industry.**
- **We will cut waste from resorts.**
- **We will help resorts become energy efficient.**
- **Fill this out more**



People: Actions and issues that affect all aspects of society, including poverty, violence, injustice, education, healthcare, safe housing, labor and human rights.

- **We will elevate the resort experience for guests and staff.**
- **We will build frameworks that ensure longevity of the resort for people to enjoy.**
- **We will make traveling a way for the consumer to give back.**

- **Fill this out more**



Economy: Actions and issues that affect how people and organizations meet their basic needs, evolve and define economic success and growth.

- **We will help resorts build/solidify strong economic relationships with the local business community.**
- **We will help resort lower costs through long term returns on sustainable investments**

- **Fill this out more**



Culture: Actions and issues that affect how communities manifest identity, preserve and cultivate traditions, and develop belief systems and commonly accepted values.

- **We will teach current departments new strategies to make their work its best.**
- **We will prioritize local relations with the resort.**

- **Fill this out more**

Mission, Vision, Values, Goals

Mission Statement:

Green Resort Consulting, elevates the value of resorts to more than a revenue generating tourist attraction, it builds responsibility, integrity, and longevity.

Vision Statement:

Building a world where tourism provides just as much value for the communities and environment it impacts as for the travelers visiting. We provide resorts the opportunity to make a lasting positive change on their community and the world. Trained in conscious

decision making the resorts we work with step up to the challenge of meeting their customers wants as well as taking care of the planet and realizing their true costs.

Values Statement:

We believe in travel as a necessary aspect of life. The connections, exposure, and empathy it builds to all the beautiful places and people in the world are priceless. By ensuring responsible tourism through green resorts businesses and people can travel with a purpose and contribute to the collective global movement **towards a better taken care of world (this needs more work).**

Goals and Objectives:

Green Resort Consulting aims to take successful resorts to the next level through sustainable implementation in all aspects of the business.

GOALS:

- **Working with large scale resorts**
- **Working with alternative/eco resorts to help them achieve their goals**
- **Fluid implementation of programs and practices**
- **Global recognition for lead consulting in tourism industry**
- **Industry leading implementer teams**
- **Dynamic approach that can deliver for all client resorts**

OBJECTIVES:

- **Efficient energy sourcing.**
- **Green Product use.**
- **Local sourcing for food, supplies, and souvenirs.**

- **Green marketing, brand, and outward facing goals for consumer connection and insight.**
- **Resource awareness and efficiency implementation.**
- **Waste Reduction**
- **Community sourcing**

Business Philosophy:

Travel is a necessity that irrevocably adds to a person's life experiences. Traveling responsibly ensures longevity of tourism to sustain destinations for generations. We protect and insure the environment and people of these destinations by giving these resorts the tools they need to **live effectively (needs work)**.

Industry Overview:

"The travel and tourism industry is one of the world's largest industries with a global economic contribution (direct, indirect and induced) of over 7.6 trillion U.S. dollars in 2016" [1]. It has been documented that the tourism industry is growing faster than the global economy and by 2025, the global Travel & Tourism sector is expected to contribute 357 million jobs, some 73 million more jobs than this year [2]. With a quickly growing industry it is hard to think that it will ever hit a ceiling. However, if sustainable initiatives are not put in place now then resources will surely become exhausted and the industry bubble will burst. If sustainable tourism is implemented into these high generating resorts they will be insured to last, grow, and prosper.

Market Segment Overview:

We will serve ski resorts in North America and Tropical Beach Resorts in North America and Central America.

Company Strengths and Competencies:

Our biggest strength will be the step by step process to jump start these resorts transition into action. Our expert departmental crews will be specialized in their specific area and how to implement sustainability into key areas. With a passion for travel our team has a personal stake in ensuring success for all the resorts we work with.

Legal Form of Ownership:

Due to the dynamic and collaborative nature of Green Resort Consulting a B Corporation seems to make the most sense for legal form of ownership. Additionally, due to the actions and mission of the company it only seems necessary to qualify for this type.

Products and Services

Sustainable Implementer Crew: Contract teams that go into resorts and implements sustainable systems into their logistics, day to day systems, products used and business development. This would focus on resources used and waste management. If water waste, paper and plastic reduction, and energy were focused on in large-scale corporations and resorts, there would be a massive reduction in their footprints. Once these major pillars were executed, we would focus on local products and goods being utilized.

- Evaluate Cost efficiency
- Streamline systems
- Evaluate energy use
- Evaluate waste
- Evaluate Products Use
- Replace with local
- Find sustainable alternatives
- Brand Resort as ECO

MARKETING PLAN

Green Resort Consulting will market itself directly to resorts as the partner that can implement economic, resourceful, and long term solutions to transform their resort into a sustainable asset to the tourism industry. Our main message will focus on elevating the resort to a triple bottom line entity that will build consumer respect and benefit the environment.

Market research: Opportunity

The tourism industry is massive and growing on a fast track annually. Resource and development demand will surely be felt by these resorts [3][4]. To provide the ultimate experience for guests, these resorts must adapt if they want to thrive on the market revenue opportunity. Through the implementation of sustainable frameworks these resorts can evolve with and for their guests. By evaluating current processes and looking at future development goals we will help build sustainable longevity into these plans.

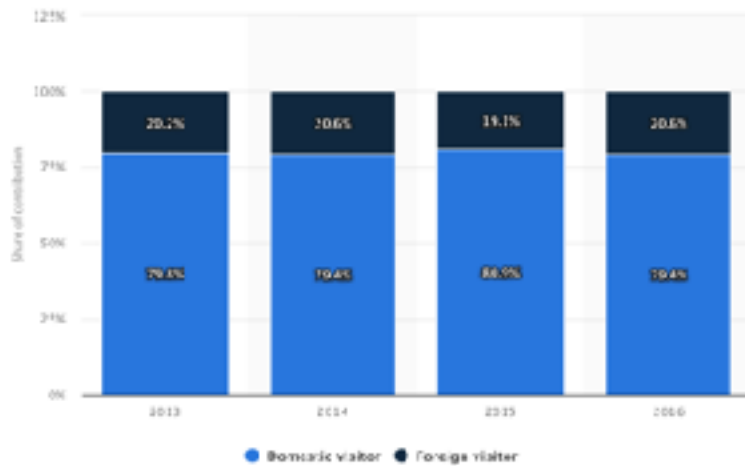
Market research: Methodology

Through education and communication of results, long-term forecasting, return on investment, and consumer interest we will convince our clients that Resort Green Consulting is a necessary development step for growth, guest relations, and the environment.

Economics

Overall the tourism industry is growing. However, it seems resort style tourism is on the decline with consumer popularity. Along with snow resorts generally, some speculations on this cause is global warming and consumer mindset towards supporting green alternatives to large entity travel. This data shows the opportunity to transition the position of resorts and the mindsets of consumers to travel via sustainable resort. Providing world-class experience through sustainable systems.

Distribution of direct contribution of travel and tourism to GDP in the United States from 2013 to 2016, by visitor origin



ABOUT THIS STATISTIC

This statistic shows the distribution of direct contribution of travel and tourism to GDP in the United States from 2013 to 2016, by visitor origin. Domestic travel spending contributed 75.8 percent of direct travel and tourism GDP in the United States in 2013.

SPECIAL FUNCTIONS

Download as ...

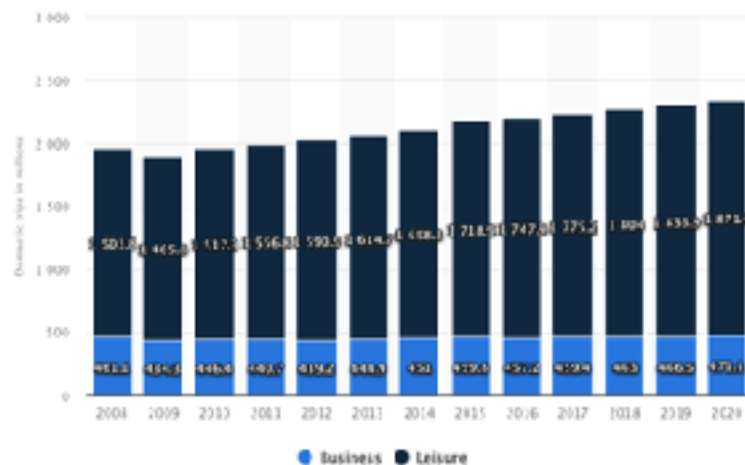
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- PDF

Options

- Settings
- Print
- Research Alerts

Proof of domestic consumer demand: The chart above shows a solid domestic relationship with consumers and the tourism industry. This also shows the possible level of interest in eco-tourism resorts due to the relation these consumers will have with the areas “in their own backyard” that they are visiting. It will be beneficial to them to choose to travel to the sustainable resorts because they have a personal connection to where they are visiting.

Number of domestic business and leisure trips in the United States from 2008 to 2020 (in millions)*



ABOUT THIS STATISTIC

This statistic shows the number of U.S. domestic trips from 2008 to 2020, by leisure and business travelers. In 2013, U.S. travelers took 444.9 million domestic business trips. This figure was forecasted to rise to 471 million by 2020.

[Show more](#)

SPECIAL FUNCTIONS

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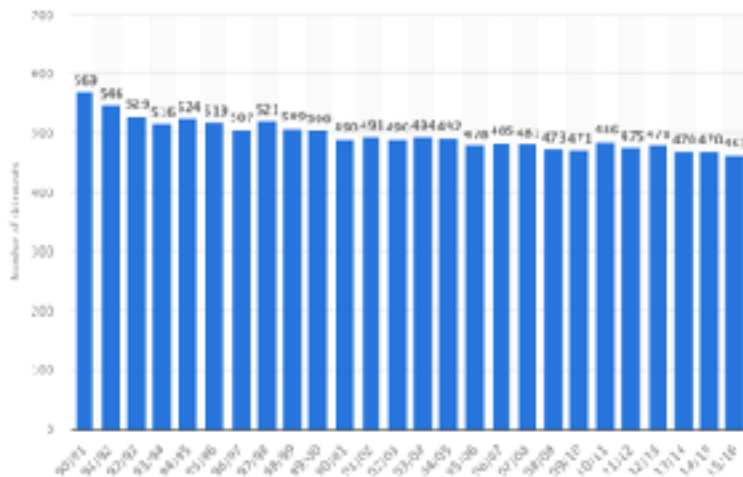
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- PowerPoint (PPT)
- PDF

Options

- Settings
- Print
- Research Alerts

Chart above: Proof of long term industry growth on industry.

Number of ski resorts operating in the U.S. from 1990/91 to 2015/16



ABOUT THIS STATISTIC

This graph depicts the number of ski resorts operating in the U.S. during the winter season between 1990/91 and 2015/16. During the 1999/2000 season, a total of 500 operating ski resorts existed in the United States.

SPECIAL FUNCTIONS

Download as ...

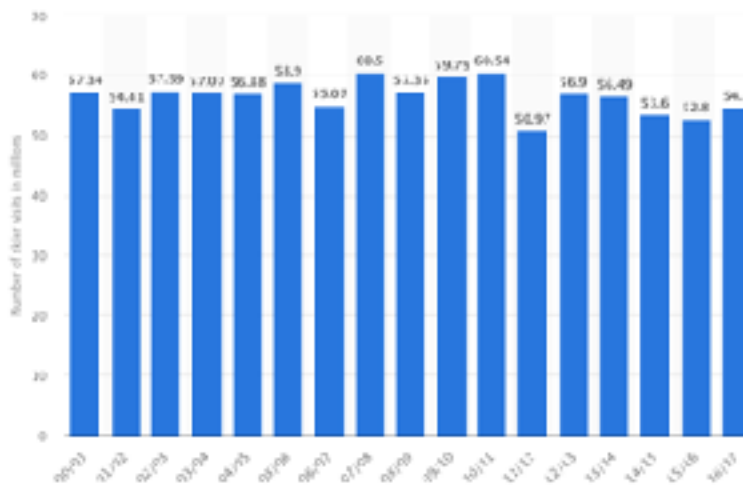
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- PDF

Options

- Settings
- Print
- Research Alerts

Chart above show the need for snow resort transition towards looking at long-term sustainable growth. Optimizing resources, reducing overhead, and creating authentic relationships with guests for generations.

Estimated number of skier/snowboard visits in the U.S. from 2000/01 to 2016/17 (in millions)



ABOUT THIS STATISTIC

This graph depicts the estimated number of skier and snowboard visits in the U.S. during the winter seasons between 2000 and 2017. During the 2000/2001 season, the U.S. had about 57.34 million snow sports visits in total.

[Show more](#)

SPECIAL FUNCTIONS

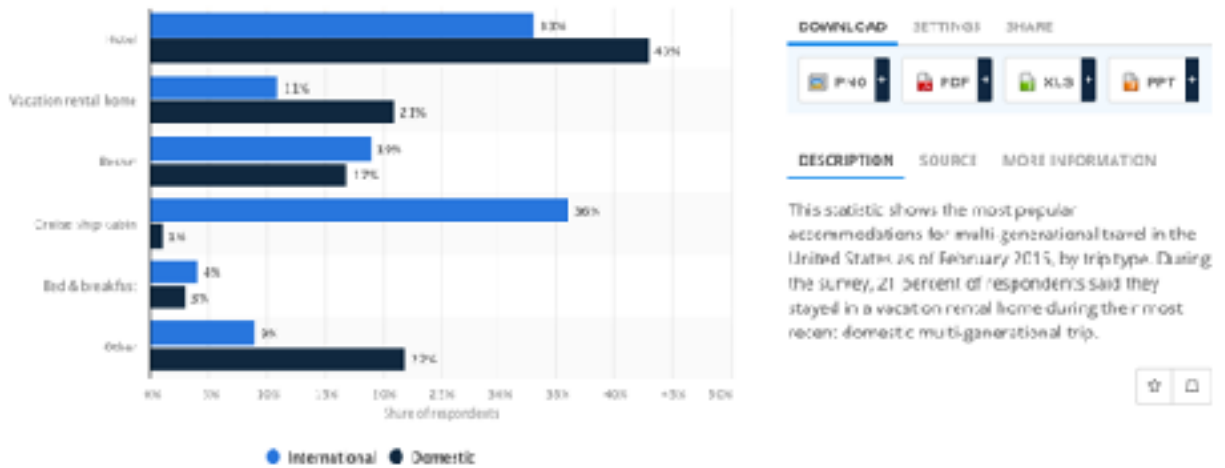
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- Excel (XLS)
- PowerPoint (PPT)
- PDF

Options

- Settings
- Print
- Research Alerts

Most popular accommodations for multi-generational travel in the United States as of February 2015, by trip type



[5]

The U.S. travel and tourism industry generated over \$1.5 trillion in economic output in 2016, supporting 7.6 million U.S. jobs. Travel and tourism exports accounted for 11 percent of all U.S. exports and a third (33 percent) of all U.S. services exports, positioning travel and tourism as the nation's largest services export. One out of every 18 Americans is employed, either directly or indirectly, in a travel or tourism-related industry. In 2016, U.S. travel and tourism output represented 2.7 percent of gross domestic product. 4-5% growth in the worldwide travel industry; 1-2% growth in U.S. tourism [6].

Market Barriers:

- High marketing costs: Informing resorts and gaining their trust in a high risk high reward environment will be the initial barrier for every client we acquire.
- Consumer acceptance and brand recognition: Convincing resorts of necessity of partnership. Branding company and gaining network that is reputable to invite early adopters for partnership.
- Training and skills: The biggest and eternal challenge will be building and retaining sustainable implementer crews that are flexible and can work nationally and internationally to see consulting projects from beginning to end.

External Impacts that affect company:

- Change in technology: Technological advances could effectively help the consulting teams when looking for alternative systems that have a lower impact.
- Change in the economy: Major economy dips in the form of recession or depression could have major hazardous effects of the tourism industry and the Green Resort Consulting. However, cost-efficient and self supplying energy initiatives could provide financial stability for resorts and provide incentive for partnership with GRC.
- Change in your industry: Mindset and awareness of sustainability are our biggest obstacles when forecasting change in the industry. Trends toward sustainable, eco, green are all buzzing currently and seem to be the future of resort goals. **FIND PROOF**

Products

The bulleted list below will be our step by step process when we work with a resort to bring their entire operation to an elevated level of sustainability, responsibility and community involvement.

1. **Evaluate Energy Use** – How is energy being used and tracked currently. Is there an opportunity to implement solar?
2. **Evaluate Waste** – What recycle and waste reduction programs are currently in place? Are they working? What could be done better? How could less waste be produced (i.e. printing unnecessary receipts, paper use for hands in restrooms)?
3. **Streamline Systems** – What could be automated to focus energy and time on continuing to close the loop? Replace out of date technology with upgraded, streamlined alternatives.
4. **Evaluate Products Use** –
 - a. What complimentary products are they providing? Are they responsible? Are they local? Is there a better local option?
 - b. What is the lifespan of accommodation products?

5. **Replace with Local / Sustainable** – What could be locally sourced that isn't? Is it viable to switch? Is there another, better option?

6. **Brand Resort as ECO** – Rebrand resort as a leader in sustainable tourism, and educate guests about transitions

Features and Benefits

PRODUCT	FEATURES	BENEFITS
Evaluate Energy Use	Water use, Electricity use, Gas use, Timers, Use, Misuse, Light Bulbs, Grid, Solar	Lessen the misuse of finite resources, save money by optimizing use, cut cost by using efficient provisions for energy, invest in cost saving alternative using local influences to decide.
Evaluate Waste	Over use, Misuse, Recycling systems, Compost?, food waste management, minimize & optimize over use.	Cut costs from the entire waste management system. Recycling products to save raw materials.
Streamline Systems	Look for outdated systems and upgrade or replace with alternatives.	Maximize efficiency so departments can focus on what's important.
Evaluate Products Use / Replace with Local / Sustainable	Access what products are being used for accommodations, experience, retail, food.	Try to incorporate local products primarily, especially local food and retail(souvenir) products.
Brand Resort as ECO	Rebrand of resort to express sustainable initiatives.	Put efforts of responsibility, progress, goals, leadership at the front of the brand to attract and educate loyal customers.

Competition

We will compete with other consulting firms that focus on mainstream initiatives of minimizing the bottom line and maximizing profits. We will also compete with other sustainable tourism consultants that specialize in resorts and tourism.

Table 1: Competitive Analysis

FACTOR	Green Resort Consulting	Strength	Weakness	Competitor A	Competitor B	Importance to Customer
Products	Strong	Specialized for every department to maximize improvement				1
Price	Average	Price for sourcing and time will be chosen by the best person/product for the job	This could get expensive			3
Quality	Strong	X				2
Selection	Strong	X				1
Service	Strong	X				1
Reliability	Weak		X			1
Stability	Average	X				1
Expertise	Strong	X				1
Company Reputation	Strong	X				1
Location	Weak		X			5
Appearance	Strong	X				1
Sales Method	Weak		X			4
Credit Policies	Weak		X			4
Advertising	Strong	X				3
Image	Strong	X				1

Mainstream Competitors

These competitors offer resort consulting not centralized on sustainability. However they are still focused of cost savings and business improvement through market and financial analysis, strategic business planning, and marketing solutions.

Resort Consulting Associates: Resort Consulting Associates (RCA), is a multi-disciplinary team of experts in the resort, hospitality, tourism, and real estate development industries who provide market and financial analysis, strategic business planning, and marketing solutions to clients around the world. We specialize in market assessments and feasibility studies for resort and recreation-based developments.

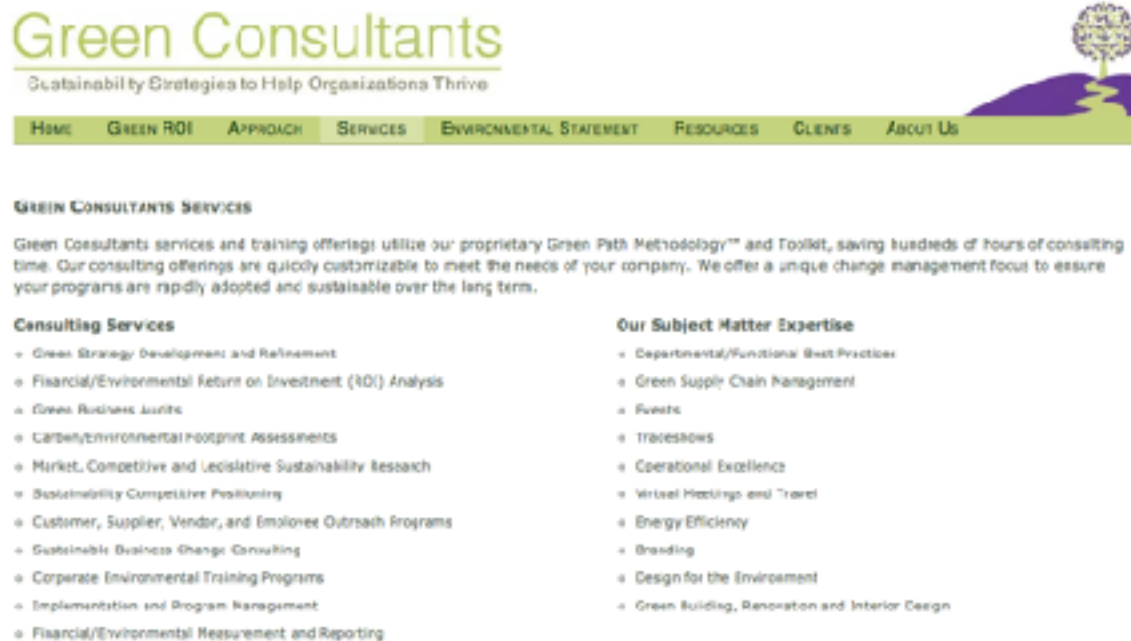
Resort Consulting Associates offers a full spectrum of consulting services:

- [Development Analysis](#)
- [Tourism Planning](#)
- [Marketing and Sales](#)
- [Strategic and Business Advisory](#)

Sustainability Focused Competitors

Competitor products doing way better than mainstream. Write an introduction to this group here. Write an introduction to this group here. Write an introduction to this group here. Write an introduction to this group here.

Eco-Company Name Here: Green Consultants



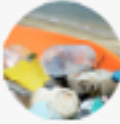






Sustainable Travel International: For thirteen years, they have been developing, testing, and sharing our inclusive methodologies, tools and knowledge to enable self-directed sustainability for the travel and tourism industry.

Sustainable Travel International is creating the next generation tools required to build knowledge and inspire action at the private, public and civil sector levels.

STI's Priorities:

				
Land & Forests	Oceans & Reefs	Waste & Water	People & Culture	Climate Change
Protect the earth's terrestrial ecosystems to ensure the persistence of global biodiversity	Enhance conservation of coastal environments to ensure marine ecosystems continue to thrive	Reduce waste and ensure access to clean water	Create sustainable livelihood opportunities to improve the well-being of people around the world	Reduce greenhouse gas emissions and encourage energy efficiency to lessen the impact of climate change

Although STI's model is much different than Green Resort Consulting, many of the services they do provide overlap with ours. They have also been around longer and have a globally established name.

Competitive Field Summary

<p>Strengths</p> <ul style="list-style-type: none"> • Specializes in resorts. • Has a strong understanding of the corner of the travel industry that it resides. • Dynamically adjusts to different resorts regional needs. • More? 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Unknown industry name • Building Implementer Crews might be difficult because of the “newness” the Sustainable tourism industry is. • More?
<p>Opportunities</p> <ul style="list-style-type: none"> • Market to acquire resorts in North and Central America are vast. • Approaching both snow and beach resorts there is opportunity to grow and cross-pollinate ideation. • More? 	<p>Threats</p> <ul style="list-style-type: none"> • Consumer acceptance and adoption of practices • Internal departments rejecting collaboration / pushback • More?

Customers

Snow/Ski Resorts: Ski & Luxury Tourism Industry. Small ski towns in alpine climate areas. The management will be affluent with the bottom-line at the forefront of their agenda and all decisions.

- Industry: Ski & Luxury Tourism Industry.
- Location: Small ski towns in alpine climate areas.
- Size of firm: 1,000 – 3,000 employees in the winter season ½ or less during the summer.
- Quality, technology, and price preferences: Affluent, luxury, centralized & standardized operations. All resorts possibly using different operation system. High income generating entities that have large budgets to work with.

Beach Resorts:

- Industry: Beach & Surf Tourism Industry.
- Location: Beach towns & desolate coastal areas.
- Size of firm: 20 – 3,000 employees in the season.
- Quality, technology, and price preferences: Affluent, luxury, centralized & standardized operations, backpacker. There will be much more diversity within this consumer branch in terms of size and style of resort. Large and small scale will be focused on.

Customer Summary

The chief and director executives that run these resorts will be our main point of contact when acquiring resorts. However, all upper level staff will be our convincing points of focus. For these consultation projects to be successful directors of all departments and ownership will need to be in agreement of the benefits Green Resort Consulting will bring to their business.

Niche

Our niche market is resorts. The tourism industry is huge and consulting for every level of it would not allow us to hone in on creating our best work. That is why we focus on resorts. We dedicate our expertise on what it takes to build, develop, and sustain large and small resorts. We chose to diversify between beach and snow resorts to expand industry techniques and cross-ideate to provide the most successful solution for all resorts. Dynamic solutions is our focus for any resort we specialize in.

Strategy

We will focus on communications and relationship garnering the resorts chief decision makers and starting the conversation of how GRC will transform their resort into an industry role model.

We approach these resorts with the promise and industry proof that we will provide their internal teams with efficiency, cost-savings strategies and behaviors, and sustainable action to outperform previous years revenue generation.

Promotion

Directly contacting executive decision makers at the company will be our sole focus when acquiring new clients. Choosing who we work with against where the most potential for impact lies.

We will have a website that showcases who we are and what we do and most importantly, WHY we do what we do. Contact info and a live chat will be provided on this website.

Our professional network of sustainable officers will also be a major resource for marketing by word of mouth. By attending conferences and giving talks and spreading our word about GRC.

Internet Ad advertising would not be efficient here as we would be trying to reach a very specific demographic through these ads.

Promotional Budget

A major amount of our overhead will be the visiting of new prospective resorts and presenting our intentions. Our website build out will be an upfront cost coming out of the startup budget. A small sum of ongoing budget will be invested to maintain the website. Conference travel will also be a major cost that will be vital to getting our name brand out there.

How much will you spend on the items listed above?

- Before startup? (These numbers will go into your startup budget.)
- Ongoing? (These numbers will go into your operating plan budget.)

Promotional Budget

https://www.youtube.com/watch?v=R_goM94eCIs

Pricing

Every price per consulting project will be different and dependent upon resort needs and goals. These same factors will also impact the length and cost of partnership.

Need to research further

Explain your method or methods of setting prices. For most small businesses, having the lowest price is not a good policy. It robs you of needed profit margin; customers may not care as much about price as you think; and large competitors can under price you anyway. Usually you will do better to have average prices and compete on quality and service.

Does your pricing strategy fit with what was revealed in your competitive analysis?

Compare your prices with those of the competition. Are they higher, lower, the same? Why?

How important is price as a competitive factor? Do your intended customers really make their purchase decisions mostly on price?

What will be your customer service and credit policies?

Pricing Strategies: The dumb pricing mistake people make

<https://www.youtube.com/watch?v=yiYvUqCpu-k>

Big Surprise: Most People Don't Buy Green Products If They Cost More

<http://www.treehugger.com/economics/big-surprise-most-people-dont-buy-green-products-if-they-cost-more.html>

Charge Less, Sell More: How to Price Green Products

<http://www.greenbiz.com/blog/2011/05/10/charge-less-sell-more-how-to-price-green-products>

Nat Geo Greendex Survey Reveals Consumer Paradox

http://www.sustainablebrands.com/news_and_views/articles/nat-geo-greendex-survey-reveals-consumer-paradox

Proposed Location

Our locations will consist of the resorts we work with and our “mothership” location in the US.

The mothership needs to be a place with easy access to travel, to easily fly implementer crews to and from resort meetings. It would be best if this location additionally had a low carbon system in place to make up for the amount of travel to and from resorts. Clients would likely never visit this space so this space would be able to become a creative breeding ground for us to build out our processes when entering resorts.

Distribution Channels

- Chief Executive Outreach Team – direct contact that reach out to resort decision makers and build relations with to build out the needs, goals, and visions of what these resorts are looking for as well to inform of the benefits of working with GRC.
 - Independent representatives

- Bid on contracts

- Direct (Web) – Very little direct contracts are expected to be made through the website. However, the website will serve to illustrate to prospect clients what exactly we are going to provide for them.

Sales Forecast

Within the first 6 months we will aim to have one complete sustainable implementer crew built out. These positions will consist of energy, operations, products/localization, & brand team.

Within the first 16 months we hope to have retained two resorts totaling \$200,000 - \$400,000 consulting revenue.

OPERATIONAL PLAN

The daily operation of this business would consist of collaboration on-site at the resorts we are on contract with as well as looking for new business in the field and at the home base. Our teams will constantly be in motion between resorts, home base, and networking events. Our main tools will be our individual skillsets that we all emphasize in for our departmental implementation crews.

Implementation Framework

THE LIVING PRINCIPLES: Four Streams Of Integrated Sustainability

IMPLEMENTATION FRAMEWORK

ENVIRONMENT: Actions and issues that affect natural systems, including climate change, preservation, carbon footprint and restoration of natural resources.

Behaviors

- Our “home base” will be located in a LEED certified building. We will practice low paper use / paperless processes, recycle, and track energy use.
- We will aim to sustain green certifications such as B Corp.
- The approach to every project will have the triple bottom line at the forefront and we will only take on partners that agree with that and have the same initiative.

Creation

- Our product is consulting so it's not using any hard materials or resources. However the vendors, implementations, products that the resorts we work with will need to be vetted properly to assure responsible sourcing.
- Priority one with partner projects will be to take a look at energy use and transfer over any systems to cleaner methods: Solar, energy efficient light bulbs, water usage and efficiency, paper usage and efficiency.

Durability

- We deliver to transition these resorts to an eternal life span of saved resources.
- The goal with our partnerships would be to continually upgrade, analyze, and strategize improvements to every aspect of the resort eco system.
- Eco Contractors for rebuild and upgrades will be prioritized when sourcing.

Disassembly

- When transitioning out inefficient appliances and systems awareness towards landfill contribution will be tracked. Reuse centers will be utilized to dispose of outdated products, appliances and machines.
- Product and material lifespan will be analyzed when looking for options for new implementations.

Supply chain

- Looking local first will be prioritized, however the nature of the transformations needed to be implemented will be outsourced to the greenest option.
- Energy upgrades will be preformed by the industries regional best.
- Products supplied will be weighed against experience versus impact with replacement if impact outweighs experience.

Waste

- A major step in resort transformation will be waste management evaluation:
 - Are recycling methods up to date?

- Is composting food viable?
- What's the paper trace?
- Are standards and procedures in place to calculate and lower overall waste?

PEOPLE: Actions and issues that affect all aspects of society, including poverty, violence, injustice, education, healthcare, safe housing, labor and human rights.

Impacts

- Our amount of travel necessary to and from resorts and remote laptops that will be provided for all employees will contribute to GRC's carbon-footprint.
- The resort transitions will create waste inherently.
- Resort transition will stimulate the local economy and create jobs via installment crews, onsite sustainable managers team.
- Long term the resorts impact will be a benefit on its local economy and environment.

Conflicts

- The vast amount of resources necessary to make resorts function is vast.
- Mindsets of current operations of resorts.

Desirability

- As shown in the marketing section the Tourism industry is massive and growing. Resorts drive to go green is due to their dedication to protecting the environments that make their locations destinations of interest.
- Particularly protecting beaches and mountains.

Need / use

- No action suggested by GRC will be for the short term. Long term improvements is the goal.

Long view

- Stimulate the local economies through transition to local sourcing as much as possible
- Use less resources so more can.

—

ECONOMY: Actions and issues that affect how people and organizations meet their basic needs, evolve and define economic success and growth.

Systemic view

- The resort transformation will be a large investment for the resort:
 - Consulting fees
 - Upgrade investments

Metrics

- Value is measured through projected cost savings and actual cost savings over long term evaluation
- Value is measured through environment well being
- Waste reduction
- Consumer loyalty

Benefits

- Long term sustainability of attraction and use.
- Short term resorts become industry leaders towards positive change.

Transparency & truth

- Annual reports of progress will be posted publicly
- Statistics on website of improvements, cost-savings, and impact on planet resources

Waste=food

- During transition upgrades the old appliances, machines, and products will be sorted and provided for resale or donation in order to minimize landfill contribution.
- Beach resorts especially could be a great opportunity for waste=food for building supplies when upgraded. Using local resources for example bamboo.

From product to service

- Solar energy

CULTURE: Actions and issues that affect how communities manifest identity, preserve and cultivate traditions, and develop belief systems and commonly accepted values.

Visions

- The goal would be to transform these resorts into green industry leaders to set the trend for other resorts and be case study examples to help other resorts transition
- Educate and impact guest and visitors perspective into living a more sustainable lifestyle by seeing the initiatives these resorts take and then reflecting or being inspired to effectively incorporate sustainable choices into their personal lifestyles,

Meanings & reactions

- Stakeholder could negatively see the large upfront investment as too expensive and not believe in the long term value that the transition would create for the resort
- Action item.

A systemic view

- Long term thinking
- Sustainability
- Resource use reduction
- Tourism awareness
- Impact awareness
- Sustainable Brands
- Think Local

Diversity

- The cross pollination of working with both beach and ski resorts will help find creative solutions

Production

Production of products will be done by external vendors, a vetting process into vendors retained will take place by outreach team to ensure values and actions align with GRC code of earth ethics.

Location

Our only permanent location will be a home base for our implementer crews based out of a city in close proximity a international airport such as Chicago, Portland, Denver. The building our home base will be LEED certified or close to it with depending on availability with energy efficient, ample natural lighting. Staff will be in and out from the home base to the resorts we are working with.

Access

A well functioning airport will be vital to the proximity and location of our home base.

Cost

Since our workforce will constantly be on the move there will be no fixed desks assigned to any one person. This will allow us to save money on the size of our home base location in rent.

In Portland, OR a space built for \$XXX sq/ft would cost \$XXX:

<http://www.loopnet.com/Listing/3309-N-Mississippi-Portland-OR/6318500/>

In Chicago, IL a space built for \$XXX people would cost \$XXX

<http://www.loopnet.com/Listing/515-N-State-St-Chicago-IL/9724719/>

Legal Environment

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Describe the following:

- Special regulations covering your industry or profession
 - FTC Environmental Marketing Claims: *define, and explain why this applies to your project*
- Trademarks, copyrights, or patents (pending, existing, or purchased)
- Licensing and bonding requirements
- Permits
- Health, workplace, or environmental regulations
- Zoning or building code requirements

- Insurance coverage

Every effort has regulations that will have to be addressed. The FTC Environmental Marketing Claims Guidelines are one set of rules every company making an “eco” marketing claim will have to abide by. Outside of the US each developed country (basically any country that can afford US goods), also has a set of guidelines or directives very similar to the “FTC Green Guides” (<https://www.ftc.gov/news-events/media-resources/truth-advertising/green-guides>). In the EU there is the “Sustainable Packaging Directive” (<http://www.cfsd.org.uk/seeba/factFiles/factPack.htm>) that will impact any packaged good produced in the EU, or for sale to EU customers. In the book “Packaging Sustainability” there is a section on laws. These are primarily packaging laws from around the world, but that chapter section also helps the reader understand the strategy behind how laws are created to help the reader stay ahead of the curve. You can either be positioned well and ready for regulation changes, or be in a constant state of reaction in inflated currency and under pressure to change.

Look for blogs and newsgroups in your effort's industry. Often there will be discussions about dealing with various laws, regulations, and initiatives. Who are the — huge — players in your effort's industry, do they have initiatives that impact vendor industries?

(Ex: Walmart's Global Supply Chain Initiative. <http://news.walmart.com/news-archive/2009/07/16/walmart-announces-sustainable-product-index>)

What lawsuits are common for your effort's industry? Do a search: [your industry] lawsuit. The lawsuit won't become part of your business plan, but the violations the suit is pointing to would be a legal issue you need to pay attention to (Ex: Copyright or patent infringement suit leading you to patent and copyright laws).

Personnel

For GRC we will need an executive director team to support, define, and lead the implementer crews. There will also need to be a team for each aspect of expertise that we cover in our consulting. Each team will permanently consist of a director. Full-time or contract collaborators will be added to these teams when needed. These teams are projected to be 1- 5 people

depending on project. A goal would be to build a network of expert freelancers to know and utilize when needed.

- Energy Team
- Waste Management Team
- Operations / Streamline Team
- Products Team
- Sourcing Team
- Brand and Marketing Team
- Executive / Outreach Team

Inventory

We will only keep resource inventories at the home base locations to use as a library resource. All other products for resort consulting will be order and sent directly to resort location when needed.

Suppliers

Suppliers will be regionally located in vicinity to the resorts we are consulting for. Sourcing local options first when possible. The goal will be to build a large net of a human powered network nationally to store and source to eventually be able to have built out the highest quality, industry leaders on our contract and in house team. **Fine tune**

Identify key suppliers: Use a hypothetical region here: Telluride, Co / Telluride Ski Resort

- **Name, address, website, basic description.**
- **Type and amount of inventory furnished**
- **Credit and delivery policies**

- History and reliability

Should you have more than one supplier for critical items (as a backup)?

Do you expect shortages or short-term delivery problems?

Are supply costs steady or fluctuating? If fluctuating, how would you deal with changing costs?

Hot Tips: Inventory and Suppliers

Do you make your components or buy them from a supplier? Do you satisfy your own service needs (example: advertising), or do you work with service vendors? For a new start-up, and even an established company getting into new products, buying outside components and service is a simpler way to go rather than ramp-up too quickly and carry those upfront costs and risks that go along with committing funds before you start to see income.

The key things to consider are risk (financial exposure), control, and capacity. If you have sensitive Intellectual Property (IP) issues, the more you keep in-house the better. Additionally, if you're a creative service firm, unlike many of the functions typically outsourced by manufacturing firms, you have the talent to tackle in-house. However if you are a small start-up, even if you -- can -- do something in-house, you might want to contract out that function to a service vendor or part manufacturer that can deliver the component at a good price for you, freeing your time up for doing the "value add" functions you went into business for, and, making the connections you need to make your business take off.

Examples:

- 1) As a packaging design firm, you may know how to do websites, but do you really want to spend that time? It might be a better use of your time to design the shell of your site, and then have a website freelancer execute your ideas.*

2) *As a coffee grinder maker, you may know how to do machining, but making common parts that you could otherwise buy ready-made (like screws) or have made at a good price (like gears) frees you up to focus on making your final product.*

Make or Buy Decisions (Parts 1 & 2)

<https://www.youtube.com/watch?v=04KKbfLGI7g>

<https://www.youtube.com/watch?v=71M61y8a4u0>

Credit Policies

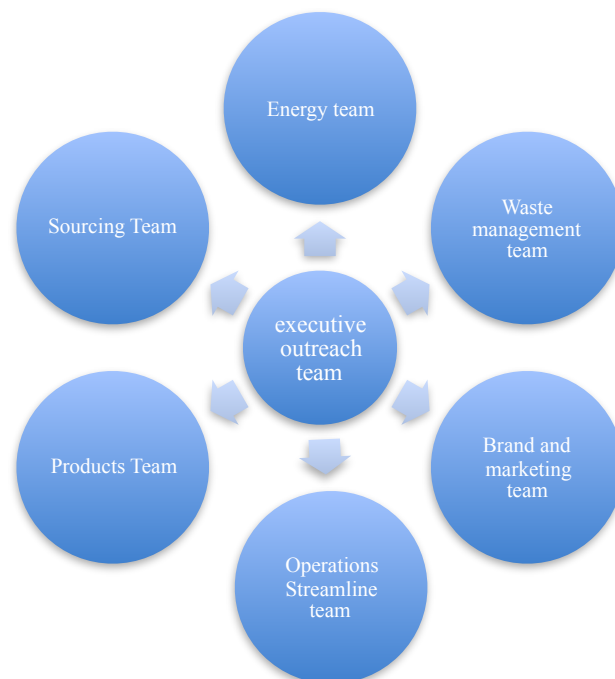
Consulting is selling a service of expertise so we will work on contract and payment installations will need to be set.

	Total	Current	30 Days	60 Days	90 Days	Over 90 Days
Accounts Receivable Aging	XX	XX	10%	30%	30%	30% +

	Total	Current	30 Days	60 Days	90 Days	Over 90 Days
Accounts Payable Aging	xx	XX	10%	30%	30%	30% +

MANAGEMENT AND ORGANIZATION

The executive outreach team will manage the company on a daily basis. Looking for possible resorts and managing ongoing contracts. This management team will be comprised of resort and tourism industry leaders. Industry knowledge in resorts, tourism, and sustainability will be sought after when hiring this team out.



Professional and Advisory Support

- A lot of advisors will also work as the chief outreach team –ideally.

List the following:

- Board of directors - TBD
- Management advisory board - TBD

- Attorney - TBD
- Accountant - TBD
- Insurance agent - TBD
- Banker - TBD
- Consultant or consultants - TBD
- Mentors and key advisors - TBD

STARTUP EXPENSES AND CAPITALIZATION

In this section we will analyze GRC startup expenses and capitalization. There will be a major effort initially put into talent vetting, finding our first and continuing client pool as well as finding our operational space “home base.”

Start-up Expenses

The major expenses for the first 12 -24 months of the business will be cost of home base location, cost of talent acquisition for implementer crews, cost of client recruitment, and salaries. The cost of manufacturers and developers for onsite green development would all come out of client budget not an overhead of the consulting.

Spending on Assets

Acquiring “home base” (deposit, 1 st year of rent)	\$40,000
Acquiring Talent for each implementer crew department – Director & Executives	~\$80,000/person
Acquiring Talent for each implementer crew department – Team/Contractors	~\$60-70,000/person
Computers for base team Directors & Executive Outreach team	~\$20,000

Spending on Expenses

Legal to set up B Corp	\$xxx
Branding	\$xxx
Website	\$xxx
Green Certs and Education	\$xxx
Setting up office environment	\$xxx
Salaries	\$xxx
Travel expenses (vetting, marketing, clients)	\$xxxv

Startup / Initial expenses

Travel to find clients	\$xxx
Rent for initial phase pre clients	\$xxx
Salaries pre first client	\$xxx

Capitalization

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CAP TABLE

WHO?	% of Ownership	Shares / person	Options Pool
Founder 1	40	x	x

Board of Directors	10	x	x
Directors of implementer crews: <i>directors hold such a large % to retain and help evolve the co.</i>	30	x	x
Full time: <i>full time refers to anyone working on a full-time salary under the direct report of a Director</i>	15	x	x
Regional contractors: <i>will be granted a ownership % after completing a contract with GRC</i>	5	x	x

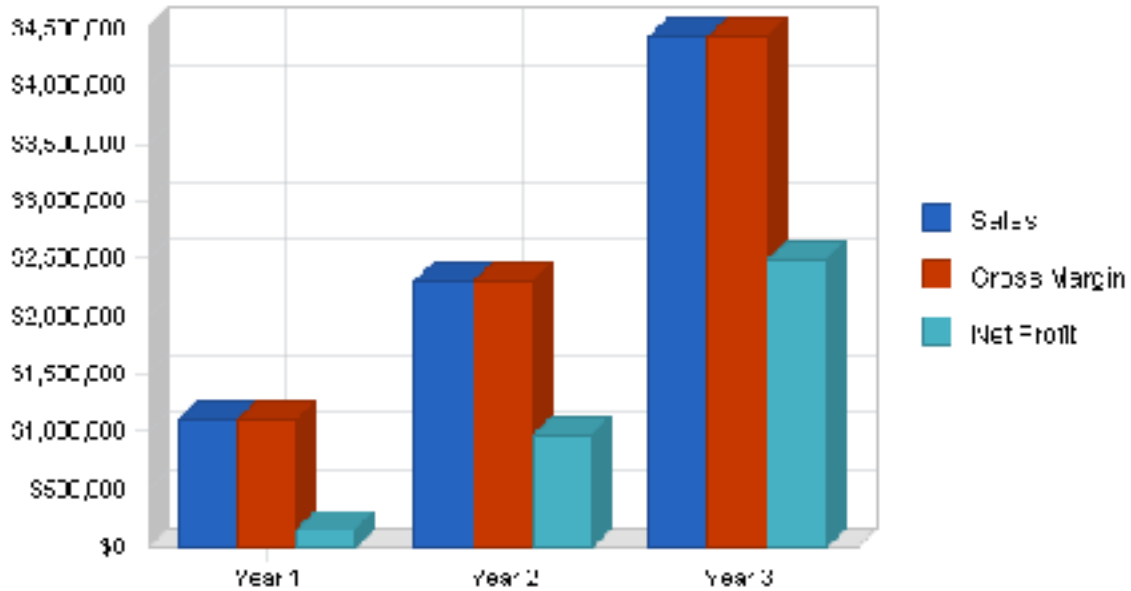
Financial Plan

The following financial plan lays the foundation for the financial backing Green Resort Consulting will need to start-up and sustain until a healthy client base is established.

https://www.bplans.com/consulting_planning_business_plan/executive_summary_fc.php

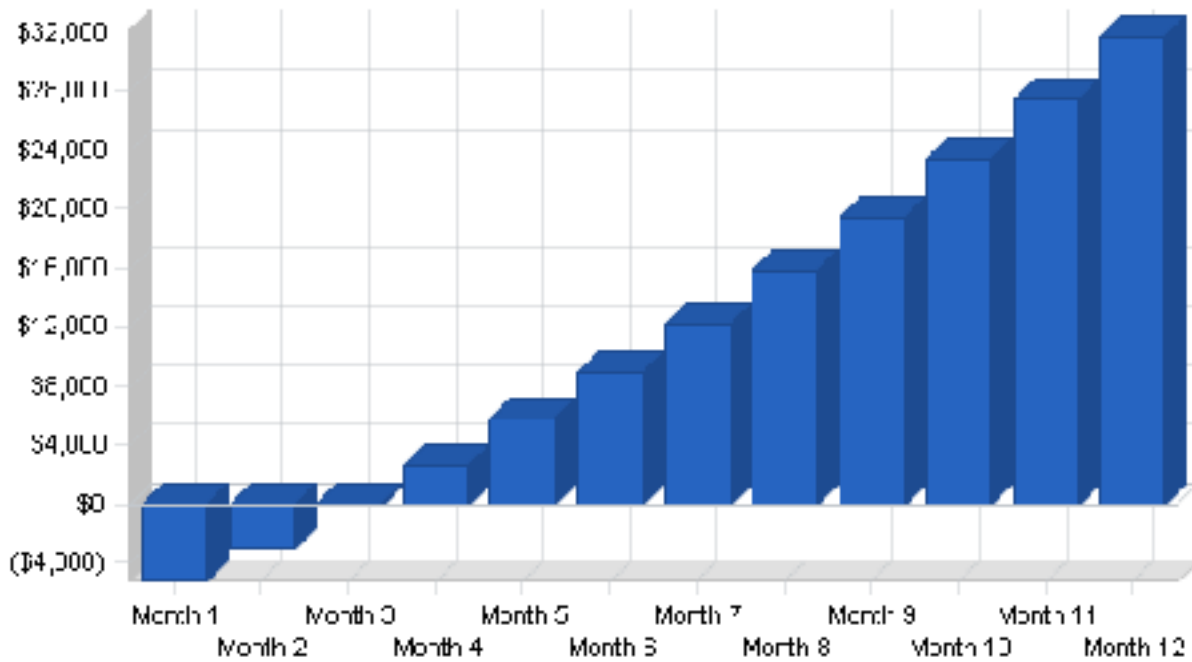
Above link parallels GRC model

Highlights



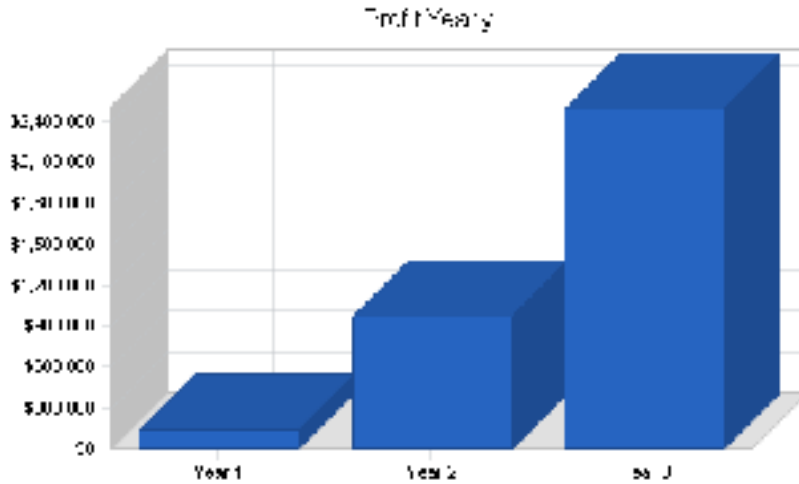
12-Month Profit and Loss Projection

Profit Monthly

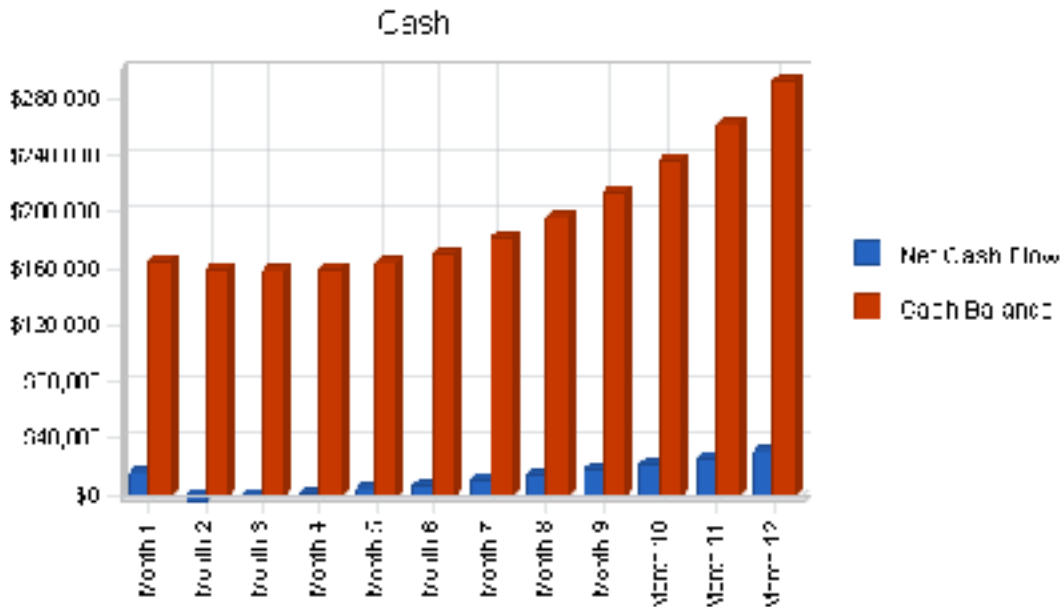


Three-Year Profit Projection (Optional)

After contracting the first resort within the first 3 months a \$300,000+ is projected to be earned.



Projected Cash Flow



Opening Day Balance Sheet

	YEAR 1	YEAR 2	YEAR 3
Assets			
Current Assets			
Cash	\$293,171	\$1,242,118	\$3,715,072
Other Current Assets	\$20,000	\$20,000	\$20,000
TOTAL CURRENT ASSETS	\$313,171	\$1,262,118	\$3,735,072
Long-term Assets			
Long-term Assets	\$25,000	\$70,000	\$125,000
Accumulated Depreciation	\$5,000	\$12,500	\$18,915
TOTAL LONG-TERM ASSETS	\$19,000	\$57,700	\$106,085
TOTAL ASSETS	\$332,171	\$1,319,818	\$3,841,157
Liabilities and Capital			
	Year 1	Year 2	Year 3
Current Liabilities			
Accounts Payable	\$35,505	\$54,164	\$98,711
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
SUBTOTAL CURRENT LIABILITIES	\$35,505	\$54,164	\$98,711

Break-Even Analysis

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A break-even analysis predicts the sales volume, at a given price, required to recover total costs. In other words, it's the sales level that is the dividing line between operating at a loss and operating at a profit.

Expressed as a formula, break-even is:

$$\text{Breakeven Sales} = \frac{\text{Fixed Costs}}{1 - \text{Variable Costs}}$$

(Where fixed costs are expressed in dollars, but variable costs are expressed as a percent of total sales.)

Include all assumptions upon which your break-even calculation is based.

Helpful Tips & Videos:

Great Idea but Little Capital? Don't Let That Hold You Back.

<https://www.youtube.com/watch?v=RiiMw25dukw>

Business Financial Plan | Expense Planning | Revenue Planning | Cash Flow

<https://www.youtube.com/watch?v=ak71hVrpm10>

Creating Your 3-Year Financial Plan for Startups - David Ehrenberg from Early Growth Financial

<https://www.youtube.com/watch?v=4ysguYr8mBE>



Student Question: What's the difference between "Cost of Sales" and "Expenses?"

"Cost of Sales," also known as "Cost of Goods Sold (COGS)" is the direct cost of the thing you're selling. If you're making and selling sock-dolls, it's the cost of the sock, thread, buttons, and any other cost that goes into making that product. If you're selling design work, it's design time and any products or outside services you buy in order to deliver a specific design "product." Product photography that will appear on a package for example, could be an outside service that is included as part of cost of goods for a design product -- the deliverable (goods sold) being a box design for instant soup mix. The cost of goods for this design product example then

would be: design time, account service time, print preparation time, prototypes, product photography, and the bowl to put the soup in to take the picture.

"Expenses" (often a combination of "Fixed" and "Variable" Expenses) are any basic costs that need to be paid regularly whether you produce a product (or service) or not: Rent, utilities, salaries, insurance, and non product-specific supplies or services (accounting, marketing, etc.).

While you will include "Expenses" as part of the calculation for "Profit" (Selling Price - [COGS+Expenses] = Profit [or Loss]), "Expenses" -- either fixed or variable -- are kept in their own "buckets" to make planning much easier. Cost of goods will vary from product to product, but "Expenses" either don't usually change much (fixed expense), or are predictable or planned for (variable expense).

In the sock-doll example you might ask: "Hey what about labor?" This really depends on how you choose to deal with labor as a cost. If you contract out the making of the sock-dolls as "piece work" -- meaning you hand someone a box with socks, thread, and buttons, and they return the box filled with completed dolls -- and you pay them a fixed price for the number of dolls per box, then that would be part of cost of goods. If you have a factory and workers show-up each day to make products for you, then they expect to be paid a salary or hourly wage whether there are orders to fill that day or not. This labor then would be an "Expense." The same goes for design services. Are your designers contract labor (freelancers) -- Cost of Goods, or salaried workers -- Expense?

As you do your Financial Plan, take a look back at the "Selling Price" you made some guesses at earlier in the business plan project based on what you learned about your end-user (the people who ultimately buy the product for use), and what you learned about your competitors and their products. What might you need to adjust in order to make your plan work? If your competitor is selling sock-dolls for \$10 will you be able to do the same? Do you have to charge more (is your doll really better)? Can you sell a few versions of your doll to hit a few price points? (Take a look at how they price Ugly Dolls. Same products, different sizes and level of detail... <http://www.uglydolls.com/c/uglydoll-plush>)

NEXT STEPS

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There are many approaches to strategic planning but typically one of the following approaches is used – PICK ONE to help frame-up what your next steps will be:

Situation-Target-Proposal

Situation: Evaluate the current situation and how it came about.

Target: Define goals/objectives (sometimes called ideal state)

Path/Proposal: Map a possible route to the goals/objectives

Draw-See-Think-Plan

Draw: What is the ideal image or the desired end state?

See: What is today's situation? What is the gap from ideal and why?

Think: What specific actions must be taken to close the gap between today's situation and the ideal state?

Plan: What resources are required to execute the activities?

Think of this space as your final recommendation for a client. Write it with that tone. Pick one of the following for this last section...

Implement this plan and suggested timing...

Implement this plan at a later date and why...

Don't implement this plan. During the course of the research you uncovered things that could be of serious concern. Describe these...

Images

Page 7: ©Telluride Ski Resort

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APPENDIX

Introduction text style placeholder here, add your own content. Text-style placeholder here, add your own content. Text-style placeholder here, add your own content. Text-style placeholder here, add your own content. Text-style placeholder here, add your own content.

Include details and studies used in your business plan; for example:

- Brochures and advertising materials
- Industry studies
- Blueprints and plans
- Maps and photos of location
- Magazine or other articles
- Detailed lists of equipment owned or to be purchased
- Copies of leases and contracts
- Letters of support from future customers
- Any other materials needed to support the assumptions in this plan
- Market research studies
- List of assets available as collateral for a loan

Refining the Plan

The generic business plan presented here should be modified to suit your specific type of business and the audience for which the plan is written. ***If you're doing just the Marketing Plan, you can skip this refinement section.***

Raising Capital

Bankers

- Bankers want assurance of orderly repayment. If you intend using this plan to present to lenders, include:
 - Amount of loan
 - How the funds will be used
 - What this will accomplish—how will it make the business stronger?
 - Requested repayment terms (number of years to repay). You will probably not have much negotiating room on interest rate but may be able to negotiate a longer repayment term, which will help cash flow.
 - Collateral offered, and a list of all existing liens against collateral

Investors

- Investors have a different perspective. They are looking for dramatic growth, and they expect to share in the rewards:
 - Funds needed short-term
 - Funds needed in two to five years
 - How the company will use the funds, and what this will accomplish for growth.
 - Estimated return on investment

- Exit strategy for investors (buyback, sale, or IPO)
- Percent of ownership that you will give up to investors
- Milestones or conditions that you will accept
- Financial reporting to be provided
- Involvement of investors on the board or in management

Type of Business

Manufacturing

- Planned production levels
- Anticipated levels of direct production costs and indirect (overhead) costs—how do these compare to industry averages (if available)?
- Prices per product line
- Gross profit margin, overall and for each product line
- Production/capacity limits of planned physical plant
- Production/capacity limits of equipment
- Purchasing and inventory management procedures
- New products under development or anticipated to come online after startup

Service Businesses

- Service businesses sell intangible products. They are usually more flexible than other types of businesses, but they also have higher labor costs and generally very little in fixed assets.
- What are the key competitive factors in this industry?
- Your prices
- Methods used to set prices
- System of production management
- Quality control procedures. Standard or accepted industry quality standards.
- How will you measure labor productivity?
- Percent of work subcontracted to other firms. Will you make a profit on subcontracting?
- Credit, payment, and collections policies and procedures
- Strategy for keeping client base

High Technology Companies

- Economic outlook for the industry
- Will the company have information systems in place to manage rapidly changing prices, costs, and markets?
- Will you be on the cutting edge with your products and services?
- What is the status of research and development? And what is required to:
 - Bring product/service to market?
 - Keep the company competitive?
- How does the company:
 - Protect intellectual property?
 - Avoid technological obsolescence?

- Supply necessary capital?
- Retain key personnel?

High-tech companies sometimes have to operate for a long time without profits and sometimes even without sales. If this fits your situation, a banker probably will not want to lend to you. Venture capitalists may invest, but your story must be very good. You must do longer-term financial forecasts to show when profit takeoff is expected to occur. And your assumptions must be well documented and well argued.

Retail Business

- Company image
- Pricing:
 - Explain markup policies.
 - Prices should be profitable, competitive, and in accordance with company image.
- Inventory:
 - Selection and price should be consistent with company image.
 - Inventory level: Find industry average numbers for annual inventory turnover rate (available in RMA book). Multiply your initial inventory investment by the average turnover rate. The result should be at least equal to your projected first year's cost of goods sold. If it is not, you may not have enough budgeted for startup inventory.
- Customer service policies: These should be competitive and in accord with company image.
- Location: Does it give the exposure that you need? Is it convenient for customers? Is it consistent with company image?
- Promotion: Methods used, cost. Does it project a consistent company image?

- Credit: Do you extend credit to customers? If yes, do you really need to, and do you factor the cost into prices?