

BMFITT 2021 Team Social Entrepreneurship Business Plan

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Mental Wealth

Bright Minds, Fresh Ideas Think Tank Summer Internship, Powered by FPP

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Executive Summary

On behalf of the Florida Prosperity Partnership (FPP), Mental Wealth would like to introduce PaFway, a Consumer Credit Counseling and Financial Assistance firm with diverse microcredit, loan, debt, and unique content that provide financial education to a large group of minority, and low-and-moderate income consumers in the financial inclusion domain. PaFway will uphold and extend Mental Wealth's mission, to promote financial inclusion for all.

Opportunity

There is a major absence of financial inclusion and the accessibility of bank products and services in low-and moderate-income neighborhoods. PaFway will work to resolve the lack of financial capability among families throughout Central Florida through its unique Pathways Program solutions.

Mission

PaFway's mission is to erase the financial inclusion gap between income levels and improve financial capability among minority, and low and middle moderate-families. PaFway will accomplish this by providing a financial and educational service for local communities and small businesses in an achievable pathway where individuals will be learning and excelling at an affordable price.

Unlike other firms that focus on general consolidation, PaFway offers a unique training experience through an educational establishment with an array of credit and loan options. PaFway will be adequate and affordable for all of its clients and business will be conducted in a physical location where communities are neglected by financial institutions the most.

Ownership

PaFway is considered a finance partnership by Mental Wealth. We believe this structure is the most efficient for our goals as a business.

Abstract

Financial difficulty is rampant in low-income and minority communities. The research found that low-income and minority consumers do not retain sufficient financial literacy to maintain credit and even forego debt. Financial institutions such as pawn shops and cash advances are the groups that especially affect these demographics. Consolidation and microcredit are relevant because low-income consumers are not just limited to working families but to high school students through college job applicants. Being able to “consolidate” or manage debt is an important skill that low-income and minority worker class men and women need to be knowledgeable of should they wish to acquire wealth and credit. The research will show that additional microcredit options will prove useful to low-income consumers in a unique pathway.

Introduction (Overview of concept)

The need for bank accessibility and inclusion, especially for low income individuals, cannot be overstated. One increasingly apparent fact is that the economic system of this nation was built off of exclusionary principles that ended up putting specific groups, such as Women and African Americans, at a disadvantage. Although the nation has weathered many challenges, these groups often bore the brunt of those rough times due to their place in the class structure. Even though great strides in social, political, and economic rights have been made over the years, a gap between minority groups and the more privileged members of society persists. As a business plan is developed, knowledge of certain unequal systems in our society is required to potentially bridge this gap through community oriented policies that produce tangible results for those who need it most. By knowing and understanding the issues with our nation's history, we

are better equipped to provide the bank products and financial services that will impact our community in the greatest possible way.

The researchers' initiative is built off of comprehending that, even though certain unequal programs have been eliminated, the effects of these practices are still being felt in the present. Specifically in The United States, where minority groups gained many vital civil liberties less than one hundred years ago, systemic inequality is very much still apparent. While it is unrealistic for one initiative to fix all of the issues these communities face, it is the belief that the researchers can enact meaningful, large-scale changes for disadvantaged individuals through primarily focusing on expanding access to financial knowledge. It is also the researchers' hope that this knowledge is translated into a higher level of financial capability.

Discovering ways that businesses can provide services and possible ways to aid low income communities is crucial. The effects of a lack of financial inclusion can be devastating to low-income communities and businesses. Bank services are making a difference by offering affordable bank accounts to people of financial aid. Banks also aim money into low-income communities to begin forming accessible banking. Although this is a step in the right direction, banking businesses must further expand their services if they aim to help those who are truly in need.

History of Financial Inclusion for the Working Class

The issue of financial inclusion and capability in the nation is intimately tied to the economic principles that it is governed by. It is no secret that the United States has a free market capitalist economy and has kept this system in place since its founding. Privately owned businesses are plentiful and are, for the most part, governed by market forces. While there is no

doubt that this system has its merits and has improved the lives of many, there are also many flaws within this type of economy that are apparent when looking back into history, especially when a focus is placed on the working class. Despite the economic growth of the U.S. being primarily fueled by working people, the proletariat has often had to fight for access to equitable financial services in order to garner some sense of fiscal security

Throughout the twentieth century large scale strikes in industries such as coal mining and railway construction occurred in an effort by working people to gain more rights and protections (Investopedia Staff, 2019). Although this robust level of working class activism produced beneficial results, the U.S. has seen a steady decline in union membership since the 1980s, despite the fact that union workers make more money on average. This phenomenon, along with financial crises and systemic inequalities, have created an economic environment in which expanding financial services and products to these individuals is not just a progressive idea, but a necessary one.

History of Financial Inclusion for Minorities

When searching back through the annals of U.S. history, it is overwhelmingly apparent that minority communities have been intentionally held back through the use of unfair political and economic systems. The legacy of slavery in the U.S., from the first enslaved peoples arriving in 1619 to the day when slavery was official abolished with the passing of the 13th amendment spans nearly 250 years of history. Although slavery's abolition is distant from the 21st century, the damaging effects of that inhumane practice can still be felt in many ways today. This is mainly due to the failure of post civil war reconstruction and the so-called "jim crow" laws that were passed in the late nineteenth to early twentieth centuries. These laws restricted African American's economic and social freedoms through a variety of ways. For example, banks at that

time would section off majority black communities and refuse to provide financial services to those community residents in a process known as redlining. It is also important to note that these laws did not only apply to African Americans. In fact, the only individuals who were exempt from these laws were whites. From this united BIPOC struggle, what we refer to as “The Civil Rights Movement” was born. Efforts such as peaceful protest and violent resistance were employed throughout the majority of the twentieth century with the purpose of coercing local governments and the federal government to repeal Jim Crow and establish more equitable practices. It is common knowledge that these laws were repealed, however many people fail to understand that the systemic effects of these practices are very much still in existence.

Level of Current Financial Inclusion in Minority Communities

While there are an abundance of opportunities available to minority students and job-seekers across the nation today, certain applicants do not have the financial literacy or capability to reap the benefits of their careers, education, and extra-curriculars. There are certain hiring practices that put minority students at a disadvantage, especially African-American students. Hiring agencies and companies should consider addressing systemic challenges by modifying their “qualified student search criteria” (Handshake, 2021). The company known as Handshake, while not dealing in finance consolidation, offers resources that employers need in order to enable qualification and selection of minority representatives. Handshake emphasizes employers continue to discuss the ways that they appeal and offer the best reference to potential workers. Considering financial capability, the top three employer practices that have proven to invalidate minority job applications are: GPA cut-offs for roles excluding large quantities of black students; rigid application time windows; nontransparent applications discouraging candidates from even applying.

Many cite that the act of hiring is different from the act of payment. However, they are closely related as banks have generously donated to nonprofits and organizations dedicated to the enrichment of minority career growth. Donations are not even limited to financial corporations such as Suntrust or Wells Fargo. In the middle between mega corporations and local amenities, credit consumer consultants and consolidators also stress the importance of charity and education. Amber Nixon, Advocacy and Outreach Manager of Florida Policy Initiative stressed that there should be a means to empower individuals, especially rising college freshman, in diversifying their education with an emphasis on business in a unique pathway. Nixon represents a crucial aspect of Florida's struggle with overcoming poverty and its lack of financial literacy among state residents. Since early 2019, financial literacy education has no longer been required in Florida Law (Sheridan, 2019). WUSF cites an example of several working-class students and high school dropouts contending with debt and the necessity of paying for groceries, gas, and other needs. This has become a critical agenda to credit and consolidation firms who seek to alleviate families from these burdens. On the local side, the state of Florida has significant poverty in the Greater Orlando area, particularly from Downtown Orlando to Orlando International Airport. By simply drawing a circle from this area do the researchers note that over a quarter are low-income households making barely any income.

Among the inequities Black and Latinx consumers face in the U.S., of the concerning dilemmas is the lack of access to affordable products and services. As 32% of American households are Black or Latinx, they also represent 64% of the country's unbanked and 47% of its unbanked households (Newsom Reeves, 2021). There are misconceptions about the causes and effects on families making it very difficult for financial institutions to meet this challenge. Re-educating about this calamity is simply not enough for individuals who cannot even afford to

deposit a minimum balance or viable work history for their debit or credit accounts. However, the knowledge of financial capability is not prioritized on these two types of institution accounts. There should be a pathway to achieving these accounts. Amber Nixon, Outreach & Advocacy Manager of Florida Policy Initiative, emphasized the question: why should consumers be taught positive institutional finance practices if they cannot even obtain these products and services? The researchers intend to develop a pathway for high school and college students, as well as those searching for jobs.

State of Financial Inclusion Today

Financial inclusion continues to affect families across the United States. Banks take consideration depending on the person when giving loans. Things such as financial history, credit score, background check, work history, financial background, and your residence are just a few examples of how banks scan a person's trust and commitment. Certain banks utilize low-income communities and take advantage of them for their own profit. For example, AMSCOT has been proven to be untrustworthy and manipulative to people in need of money.

Banking services have continued to commit into low-income areas by providing services and location availability. However, some citizens still do not have access to banks due to the location they reside. To counter this, banks open online services available through apps to express their motives and sympathy for communities in need. Businesses will also spread financial awareness to companies and citizens to spread word about financial exclusion. As the researchers have cited, there are instances where consolidation firms and credit consultation services assist these income levels. Spreading financial inclusion infrastructure is the main goal of business hoping to end financial exclusion.

Financial Awareness

Awareness of financial product and service benefits is one of the successes of financial inclusion (Rather & Lone, 2012). Financial awareness helps consumers benefit from high-quality financial information, instruction, and advice to take advantage of financial products and services. The frequent use of financial products and services promotes high consumer financial awareness and improves financial savings. Thus, it becomes crucial to understand the difference between good spending and *bad* spending. Fewer than 30% of Americans demonstrate basic financial literacy (Lusardi, 2019). This deters them from having a stable future. Across the world, numbers also dwindle in the same percentage. Consumers have little understanding of finances, credit operations, and the process and capability of financial well-being that last for generations (Kristina Zucchi, 2021). Changes in consumer spending habits and bank products have increased difficulties in Americans managing their finances. For instance, past transactions were primarily made with cash while credit cards have been adopted today in greater use. With credit and similar operations, many liabilities can occur which can make acquiring loans and interest for domestic property such as homes and vehicles expensive on the topic of monthly payments.

A variety of risks develop when acquiring credit and domestic property. As mentioned, one may seek to acquire a loan in order to incorporate for the costs of a home or a new vehicle, rather than pay the full amount due to income. They must also consider their credit history and current habits with one or multiple lines in use. As multiple lines affect credit, credit affects a bank's interest in offering a consumer loan. Monthly and yearly costs of maintaining loan payments increase. As American worker families and individuals consider loan options, they

should be informed about the estimates they are subject to in regards to interest. Credit myths are especially prevalent among middle-class and lower-class minority individuals.

How Consumers Can Support Themselves and Community

Consumers can support themselves and their communities by depositing and investing money into local and minority banks. With these transactions, consumers will find comfort and affordability knowing that these institutions are dedicated to financial aid. OneUnited is one bank and the largest Black-owned bank in the United States and the country's first Black-owned online bank (One United Bank, 2020). It is also a long-standing and influential activist organization with a 50-year history of promoting financial empowerment as a catalyst for social and economic change. OneUnited was founded by bringing together Black-owned banks from across the country to pool their resources and work together. As assigned, the bank serves low-moderate communities in need. OneUnited stands with movements such as #BlackMoneyMatters and #BlackLivesMatter. #BlackMoneyMatters advocates for a shift away from traditional institutions and toward Black-owned banks and credit unions. Doing this helps black-owned businesses blossom and creates more availability for minorities.

There are also credit unions with similar agendas known locally as the Brooklyn Coop which has had the same mission as OneUnited. They have spent 20 years serving possibly one of the most significant African-American communities in New York City and the entire United States; Bushwick and Bedford-Stuyvesant in Central Brooklyn (Tanay Warekar, 2012). More than 95 percent of the people who live there are members of minority groups, and like so many other minority-majority neighborhoods, financial services tend to be scant, inadequate, and sometimes predatory. Local credit unions and banks such as OneUnited and Brooklyn Coop are

dedicated to the advancement of financial education and excellence in minority and low-income communities.

Companies such as Bluehub and Brooklyn Cooperative Federal Credit Union provide care to low income families experiencing financial inclusion. Bluehub has focused money and targets its low income families by sending money to those specific areas. Brooklyn Cooperative Federal Credit Union gives accessibility to affordable bank accounts at a good price for low income communities.

Future Opportunity

Given the privilege to further this research study, the researchers would like to conduct similar studies on this internship focus area. They would like to access the scalability and reliability of potential organization discovered in this study. Moreover, the researchers would like the opportunity to express their research and analysis to individuals concerned with consumers in a financial crisis.

Based on the results, the researchers would like to conduct extended studies and potential experiments to continue determining the relationships between banks, credit unions, pawn shops, cash advances and consolidators in order to determine the *best* amounts of consumer debt. This should be considered adept for a financially capable and literate lifestyle.

Company Overview

PaFway is a consumer finance counseling and financial assistance firm that helps individuals grow in a financially inclusive organization. Financial education has been proven to affect economic attitudes and audience behaviors. The shift in mindset will lead to a better financial lifestyle and a separate plan for financial awareness for their individuals and their families, their communities, neighborhoods, states, and the nation as a whole.

Mission statement

PaFway provides a diverse financial Pathways Program through which consumer families can learn valuable financial skills while managing their debt and savings that will benefit the rest of their lives.

Short term objectives

- Create brand content
- Have team member work on PaFway full time
- Fund for next year
- Establish and increase social media presence
- Introduce Spanish communications

Long term objectives

- Establish an additional physical location at the opposite side of Downtown Orlando.
- Develop a mobile app for virtual assistance, learning courses, and personal/business bookkeeping.
- 10% of revenue going to community investments and charity.

Vision statement: The vision of PaFway is to promote financial inclusion for all.

Markets and Services

The target market of PaFway is minorities and low to moderate- income households in Orange County, specifically within the Pine Hills and surrounding sectors such as Orlovista, Lockhart, and Orlando. Nearly 70% of family households in this sector, on average, make less than \$40,000 a year. This is a very large target market which allows for a large client base for PaFway. Organizational services will consist of education content with financial literacy themes, ensuring that customers are engaged and focused on their personal objectives after establishing them in a personal pathway.

Through pathways that are developed through consultation services, users will have access to debt consolidation, microcredit solutions, counseling, and tax assistance. Through a unique pathway, they will be able to define objectives that are unique to their personal financial situation. This service is deeply intertwined with financial education, with our overall goal as an organization being to increase our client's financial knowledge and capability.

Operational Structure

- Physical space managed by team members
- Two consultants managing a wide range of clients

Financial Goals

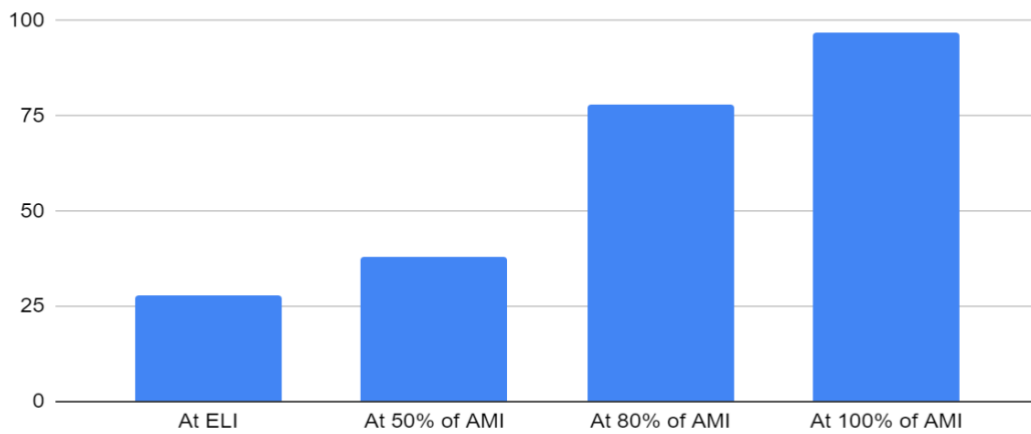
Describes start-up capital required, projected revenue and profits, forecast, and business budget. Refer to the finance section for guidance.

- 5 figure profit revenue
- Sustainable monthly income
- Investments by community businesses and organization

Business Description

According to the National Low Income Housing Coalition, there is a shortage of rental home affordable and available to extremely low-income family households (ELI), whose incomes sit just below the poverty guideline or 30% of their area median income (AMI). Many of these households are heavily burdened, spending more than 50% of their salaries on housing. Subjectively cost burdened low income households are more likely than others to sacrifice necessities like nutritious food and healthcare to pay rent and utilities as they face potential evictions.

Affordable and Available Homes per 100 Renter Households



Source: NLHIC tabulations of 2019 CS PUMS

It is clear that households are not acquiring the finances they need to acquire a financially secure lifestyle. Families do not have a secure and specific location that is easy and affordable to find help. Mental Wealth’s organization will not only develop solutions for its clients but will also propose alternatives should they be necessary such as first time homebuyer programs.

PaFway will completely change this and will become the financial counseling and financial solution that consumer families will go to when seeking financial education and inclusion help.

Overview

While PaFway can thrive in most conditions at its physical location, the current market provides great opportunity. Everyone has been affected by the Covid-19 pandemic and as many individuals and families have stayed home, their work-home life has been disproportionate. They have felt financial setbacks and even layoffs due to a primarily virtual professional experience. With the pandemic, many have realized the importance of hard work and personal finance in order to create a longstanding impact for generations to come. Many consumers will use PaFway's services for identifying their growth areas in regards to improving their credit scores, reducing fees, removing debt, and consolidating towards their goals. With an emphasis on family, individuals aged 18 and older specifically account for 12.37 million people in the state of Florida and with PaFway, they will be able to act on their newfound financial inclusion. The nation is constantly updating itself and relying on more technological outlets. This has created an additional platform for PaFway in its website and mobile platform.

Service overview

PaFway offers a Consumer Credit Counseling and Financial Assistance firm with additional financial education that is provided to the public. Individuals in need of PaFway's products and services will benefit by knowing how to efficiently use credit, loans, manage debt, etc. With a website and its staff members who are open to video conference calls, PaFway is virtually available to all 12.37 million adult consumers in the state of Florida. It will eventually offer an app that is free of charge to download to follow up on consultations, meetings,

bookkeeping, and financial literacy coursework. Most importantly, individuals will also be able to develop their own financial journey with the Pathways Program. They will now be able to label their goals and work on an efficient means of acquiring them with a PaFway consultant.

Additionally, PaFway offers microcredit cards and loans. To acquire such options, a consultation would have to be scheduled prior to said event. The credit and loan solutions would be based upon conversation and the client's reasonable objectives in the Pathways Program.

Pathways Program

One of the most unique features that we plan to offer within our venture is the "Pathways Program". This is a program that is designed to move with clients as they increase their financial knowledge and capability. We plan on starting clients out with several different microcredit and micro loan options, with amounts ranging from as low as \$30 to as high as \$1000. Then, as clients hopefully pay those amounts back without much difficulty, we will progress toward higher loan amounts and lines of credit. Eventually, it is our goal to develop each client who enters into the Pathways Program into a financially capable individual who has the knowledge and skill set to take control of their financial future.

The cost of this program will be charged in the form of a recurring monthly payment for as long as the client wishes to stay in business with us. The fee can be as low as \$15 dollars, but it can vary depending on the financial situation of the customer. Clients can cancel at any time they wish, but there are benefits to staying with us until the end of the program. For customers that reach the end of the program, we plan on offering slightly lower fees for future consulting services, lower interest rates on loans, and lower fees on lines of credit.

Pricing

PaFway will offer free educational courses and workshops for all clients and sponsors.

The organization accepts generous donations and will put them towards education and other
Initiatives.

- Service fee - \$15 monthly*
- Interest - based on credit profile** and income

* Based on client financial status and objectives

** Client with credit

Market Analysis

Industry

Consumer Credit Counseling/Financial Advisory/Small-Scale Banking

Market Need:

In general, Mental Wealth is attempting to service the market need of individuals requiring assistance with managing their credit and their finances as a whole. Mental Wealth seeks to advance financial inclusion through helping our customers take control of their financial future through counseling and advisory services as well as through our Pathways Program. While the firm will be primarily targeted at low-income individuals who have not had opportunities to increase their financial capability in the past, we are open to individuals with higher levels of income as we certainly have the ability to assist them.

- Low-income households in the Orlovista sector, near Winter Garden
 - Primarily in zip codes 32808, 32811, 32818, 32835, 32858
- Consideration of an additional location in the long term.
 - Seminole County in the zip code sectors of 32773, 33772

Direct Competition

Our firm will face competition from both large scale and small scale financial advisory and assistance firms. Large, commercial banks such as, Bank of America, Well Fargo, and Chase Bank will pose a challenge to our business goals and our ability to make a profit. Additionally, operations such as cash advance services, namely Amscot, as well as pawn shops will also pose a challenge to our share of the market.

Commercial/Large Scale Banks

The main issue that these institutions pose to our venture is the fact that they are already fairly well established in the communities that we will be servicing. These firms are well known by consumers and already have a foundation of trust with many of our targeted customers. However, their customers sometimes experience financial hardships and can longer conduct service with their bank. In order to develop their finances, they will need a firm to lean on to get them back on their feet and create objectives that differentiate the haves and have nots.

Indirect Competition

PaFway considers cash advancing services like Amscot, while seen as direct competition, it offers other services from financial assistance and even types of consultation in regards to taxes that has been seen as scandalous by some low-income consumers.

There is an Amscot in Winter Garden, near Orlovista, and it would be ideal for the firm to potentially promote itself in that sector.

Another indirect competitor is pawn shops. While they do not offer explicit financial consultation, they do offer financial assistance by exchanging items for finance/credit. It is noteworthy that pawn shops operate at this expense with items involved in legal cases or disputes being turned over at the payment of “new customers.” Financial assistance shouldn’t be lent at the trade of valuable items or through random occurrences but through a capable and trustworthy credit and financial assistance firm.

There is also indirect competition within YouTube, podcast platforms, and even online learning platforms such as Coursera, LinkedIn Learning, and Alison. YouTube has free content but certain videos can be broad and search criteria have to be fairly specific. And while the other choices are sought out by consumers and skilled professionals for in-depth, educational content, they typically require high payments for accessing the courses or even the certificate after a *free* course is completed.

Operating Plan

Order fulfillment

All services provided by PaFway will be through its physical office or website via teleconferencing, email, or phone.

Payment

PaFway will maintain funding through key forms:

1. Revenue brought in through advertisements from websites, social media channels, and other platforms.
2. In order to track the effectiveness of our advertisements, we plan on giving each client a survey when we assist them in order to gather data on where they heard about our firm.
3. Monthly payment levels based on income, situation, and objectives.
4. New and viable credit and loan options.

Technology:

Website, mobile application, data platforms (Microsoft Excel, Google Sheets, Tableau Software)

Key customers:

PaFway's key customers are minority and low-and moderate-income-income families and investors alike. We also have included a donation section on our website where viewers can help fund business operations and financial literacy education.

Key employees and organization

Caleb Izaguirre is a team member of Mental Wealth and one of the founding members of



PaFway, a Consumer Credit Counseling and Financial

Assistance firm dedicated to extending financial inclusion for all. Caleb loves to find creative ways to connect with clients.

Previously, he was an intern at Florida Prosperity Partnership.

During that time, he helped introduce and found Mental Wealth as one of the project teams that designed PaFway, thanks to

mentor and project consultant review. Prior to this position, he

became concerned with local finance in regards to the Covid-19

pandemic and was enticed by Florida Prosperity Partnership’s mission in “elevating Financial

Capability for all.” Caleb also studies information technology at Crooms Academy of

Information Technology and is dual enrolled at Seminole State College with an emphasis in

Political Science.

Jean-Luc Cruz is a member of the Bright Minds Fresh Ideas 2021 Summer Internship where he works as a member of a project team named “Mental Wealth”. Jean-Luc, alongside his teammates Caleb Izaguirre and Colin Fahey worked to address the issue of financial inclusion in the Central Florida Community and beyond by forming a Business Plan to establish a Consumer Credit Counseling and Financial Assistance firm in the Downtown Orlando area. The issue of financial inclusion



and accessibility is one that Jean-Luc is extremely passionate about, and this passion guided him as he worked in tandem with his team to complete this summer project. Outside of working, Jean-Luc attends William R. Boone high school where he is a member of the Academy of



Finance. He is a rising senior and hopes to attend university and study abroad once he graduates.

Colin Fahey is proud and excited to continue into the Bright Minds Fresh Ideas Think Tank 2021 Summer Internship. Colin, paired with fellow teammates Jean-Luc Cruz and Caleb Izaguirre, attempted to create a solution to fix the chosen topic of financial inclusion. Colin and his fellow teammates will research how financial inclusion affects areas near him and how companies will manipulate this to their advantage. Through peer discussion, they have decided to name their team name “Mental

Wealth.” Colin understands the true impact of financial inclusion and hopes to create a blueprint solution to better the situation. Colin attends Colonial High School entering his junior year, hoping to pursue the medical field and following in his mother’s footsteps.

Marketing and Sales

Key messages

The overall goal of our marketing strategy is to effectively reach those who are in need of our credit consulting, financial advisory, and debt consolidation services. This will be done through a variety of means, both with physical and digital techniques. Our marketing plan will be specifically targeted at low-income individuals in the Orlovista area, which is where our physical office location will be located. Our main message that we want to communicate through our marketing is that PaFway is different when compared to both large scale banks and other credit consulting services.

We plan on extensively emphasizing our “Pathways Program” that involves clients moving up through their financial goals and unlocking more extensive loan and credit options as they increase their financial capability. This program will be primarily targeted at low-income individuals who have not had the opportunity to demonstrate their financial skills in the past with other institutions. Additionally, we plan on stressing the fact that our firm is more convenient than other, similar ventures. Many other financial institutions and even several community centers in the area, such as the Pine Hills Community Center, offer financial capability courses that people can participate in for free. To get customers to come to our firm, we will include the fact that our counseling programs are more similar to a gym membership, in which a client pays a monthly fee and can come in at any time each month for an advisory session. This is in contrast to those aforementioned financial institutions that usually only offer “one and done” sessions.

Marketing activities

We plan on approaching our initial marketing strategy by using both traditional and modern tools. We will advertise through social media advertisements (i.e. Facebook, Instagram, Twitter, and LinkedIn) The team is also considering physical billboard, bench, and bus stop advertisements in the Orlovista and Winter Garden neighborhoods.

Pricing for Marketing Initiatives

Advertising finances will be consolidated primarily towards social media marketing. The team is also considering Google Analytics and Paid Advertisements, with 45% of the amounts being presented towards the service. The rest is still under conversation but the second focus area is on Facebook and then LinkedIn.

Projected Cost for Possible Marketing Initiatives:

- YouTube Ad
 - Costs average between \$.10 and \$.30 for each user interaction with the ad. Most small businesses have a daily budget of approximately \$10.00 for YouTube Adverts.
- Instagram Ad
 - The cost of ads on Instagram is based on the number of “clicks” that the advert receives. Usually, the charge is between \$.50 and \$1.00 per interaction. Since this is more expensive than YouTube ads, we will consider this venture at a later date once our business has demonstrated a solid sense of self-sufficiency

- Average Ad on Websites
 - Typical ventures similar to the size of ours spend approximately \$9,000 to \$10,000 a month using Google's Advertising Services. This, of course, depends mainly on the number of interactions the ad gets. The cost per "click" on an average Google ad is around \$2.00.
- Bench Ad
 - 21+ bench placements cost \$225 a month via bigbenchad.com with a production cost of \$140.
- Bus Ad
 - Limited by neighborhood.
 - Interior advertising costs in Orlando: \$35-\$85 per bus.
 - Exterior advertising: \$400-\$7,500 per bus.

Projected Pricing for Products and Services:

- Debt consultation - 15% of reduced debt amount.
- Debt consolidation loans - 3% to 6% interest
- Pathways Program - Interest and a \$10 monthly fee
 - In the future, we are looking into possibly including higher level subscriptions that clients can apply for. This would come with a higher monthly fee and more benefits. However, we believe starting out with only one subscription in order to test the viability of the program is the more sensible way forward for now.
- Credit Consulting Service
 - Onetime fee based on an individual's financial situation

Financial Plan**Projected start-up costs**

ITEMS	MONTHS	COST/MONTH	ONE-TIME COST	TOTAL COST
Advertising/ Marketing	12	\$2,500	\$0	\$30,000
Employee Salaries*	12	\$3,999	\$0	\$120,000
Employee Payroll Taxes/Benefits	12	\$1,800	\$0	\$64,800
Rent/Lease Payments and Utilities	12	\$3,500	\$0	\$4,200
Communication/ /Telephone	3	\$210	\$0	\$630
Insurance	12	\$350	\$0	\$4,200
Computer Software	12	\$75	\$0	\$900

Computer Equipment		\$0	\$3,000	\$3,000
Professional Services - Legal, Accounting	12	\$450	\$0	\$5,400
Furniture & Fixtures		\$0	\$2,500	\$2,500
Business Licenses/Fees/Permits	Yearly	\$200	\$0	\$200
Leasehold Improvements	12	\$120	\$0	\$1,400
Working Capital	12	\$1,000	\$0	\$12,000
Additional Equipment/Resources		\$0	\$200	\$200
PROJECTED BUDGET		\$0	\$0	\$298,030

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