

**2009 BTMM Annual Awards Ceremony
 Wednesday May 6th at 12pm in TV1
 Student Project Application**

Applicant's Name (include all names if a group project):
 Elizabeth Connolly

Email Address(es): elizabeth.connolly@temple.edu

Project Title (please use back of application to describe entry if needed) : Philly's Accessibility Travel Guide Business Plan

Circle Category:

TV Package	Music Video	Long Form (comedy, documentary)	
Editing	Audio Program (including original song)		Website
Research Paper	Business Plan	Media Analysis/Critique	Script
Sports Package	Radio Spot (commercial, PSA, editorial, etc.)		

Course & Instructor: William Mooney and 4614

- All students eligible, but entries must come from a BTMM class between Summer One 2008 and Spring 2009
- All production entries must be three minutes or less, with the exception of the long form category (maximum length 7 minutes)
- All production entries must be on Mini-DV tape or DVD
- All tapes **MUST** be cued to beginning
- Your submission of materials for participation in the BTMM Annual Awards Ceremony authorizes Temple University to utilize your likeness and/or submitted materials on its website or in other Temple University publications and mass media.

Applicant (s) Signature: Elizabeth Connolly

**The Deadline of Entries for submission is Friday, May 1st
 Submit applications/material to BTMM Office in room 205**

Philly's Accessibility Travel Guide Business Plan

June 24, 2008

By:

Elizabeth Connolly

Philly’s Accessibility Travel Guide Table of Contents:

1.	Executive Summary.....	Pages 3-5
2.	Company Description.....	Pages 5-7
3.	Industry Analysis and Trends.....	Pages 8-10
4.	The Target Market.....	Pages 11-12
5.	The Competition.....	Pages 13-14
6.	Strategic Position and Risk Assessment.....	Pages 14-16
7.	Marketing Plan and Sales Strategy.....	Pages 16-19
8.	Operations.....	Pages 19-21
9.	Technology Plan.....	Page 21-22
10.	Management and Organization.....	Pages 22-23
11.	Community Involvement and Social Responsibility.....	Pages 24-25
12.	Development, Milestones and Exit Plan.....	Pages 25-26
13.	The Financials/Income Statement.....	Page 27
14.	Appendix A and B.....	Pages 28-29

1. Executive Summary:

a.) The Concept: Sustainability and growth of leisure and business travel is why the vacation and tourism industry prospers. More and more travel agents and tourist operators are becoming trained in all-types of niches, and accessible travel is streamlining to the front of this list.

Accessible travel is becoming more available around the world. Disabled travelers, their families and caretakers rely on industry experts to advise them on the most accessible restaurants, hotels and tourist attractions. Yet in this day and age, many cities tourism offices do not provide adequate information for disabled travelers. As tourism booms in Philadelphia, the issue of accessibility has inspired a local company to create an online portal for disabled visitors that want to see and explore the city of brotherly love. Philly's Accessibility Travel Guide will be working with local tourism offices, travel agents, tour operators and a national consulting company, and will conduct on-site inspections at restaurants, hotels and tourist attractions. The company will describe the various accessible amenities available that will be featured as listings in a brand new search portal similar to hotels.com.

b.) Background: The company's founder and CEO, Elizabeth Connolly sparked the idea to start Philly's Accessibility Travel Guide earlier this year. Ms. Connolly has previously worked in the travel trade industry and recently, wrote an article on accessible travel to Philadelphia. When she realized that there was not a universal resource for disabled travelers who want to visit Philadelphia, plans to start Philly's Accessibility Travel Guide were put into motion.

c.) The Company: Philly's Accessibility Travel Guide is situated to become the online travel resource of information for disabled travelers visiting Philadelphia. The company was established in May of 2008 and has already secured strategic partnerships with Art-Reach, The

Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC) and The Philadelphia Convention and Visitors Bureau (PCVB). Each of these companies has agreed to help market Philly's Accessibility Travel Guide through linking, e-mail blasts and promotional opportunities. In addition, the company is using *The Philadelphia Convention and Visitors Bureau's Official Guide to Philadelphia* as a guide to the various restaurants, hotels and tourist attractions that will be contacted and given a site inspection.

d.) The Market: The company targets disabled travelers, families and caretakers seeking more background on the variety of resources available at a Philadelphia restaurant, hotel and tourist attraction pertaining to a person's specific disability.

e.) Competitive Position: Philly's Accessibility Travel Guide's key competitor happens to be its strategic partner, Art-Reach, which is a non-profit organization that encourages people of all cultures and disabilities to explore the arts and culture attractions in Philadelphia. The organization maintains an online search feature that highlights 150 arts and cultural spots within the city, but the search does not offer advice on where to dine, sleep or visit additional attractions to discover. Working alongside Art-Reach, Philly's Accessibility Travel Guide will create a search feature that is similar in usability, but provides far more information. Both PhillyAccessibility.com and art-reach.org will be listed on each other's Web sites.

f.) Management Team: Elizabeth Connolly is the founder and CEO of Philly's Accessibility Travel Guide, and brings solid public relations, journalism, advertising and project management skills, as well as a keen knowledge of the travel trade industry, especially accessible travel.

Ms. Connolly has hired Laurel Van Horn of the Open Doors Organization as a consultant and sole member of the advisory committee. Laurel Van Horn is an established writer within the

accessible travel community, and has substantial research and development experience in the industry.

g.) The Future: By 2011, Philly's Accessibility Travel Guide projects to become the go-to-place for disabled travelers interested in visiting Philadelphia. By maintaining a strong sales and marketing campaign, the company will continue to thrive with increased revenue due to several online advertisers purchasing banner ads and feature articles that will be introduced in 2011.

h.) Financials: The company anticipates a small increase in gross sales in 2009 of \$75,000. By 2010, the company's sales will rise to \$120,000 and soar to \$220,000 in 2011.

i.) Funds Sought: The company will be taking out a small business loan of \$5,000 with Bank of America to get started and conduct the initial research for the Web site's database. They are also seeking a \$50,000 loan from one investor to hire the necessary staff and consulting firm to ensure the search portal is ADA Compliant.

2. Company Description:

Philly's Accessibility Travel Guide is a Philadelphia based company that is launching on the Web in October of 2008 and will cater to disabled tourists visiting Philadelphia that want to know the best places to stay, eat and tour. The company's corporate headquarters are in Bucks County, Pa., and the staff will work remotely.

a.) Mission Statement: Philly's Accessibility Travel Guide is taking its Philadelphia travel experts and is creating an online portal that will offer a quick and easy solution for disabled tourists, their families and caretakers interested in visiting the city of Brotherly Love. We care about our visitors and informing others on the various facilities and resources that are available

throughout the city. With the help of our strategic partners, Art-Reach, The Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC) and The Philadelphia Convention and Visitors Bureau (PCVB), we aspire to become known as the number one resource for accessibility travel to Philadelphia. Our goal is to encourage disabled travelers to travel to Philadelphia by featuring new attractions and the variety of accessible-friendly services available for disabled tourists.

b.) Services: Philly's Accessibility Travel Guide is a brand new online travel resource specializing in accessibility travel to Philadelphia. By using the most recent version of *The Philadelphia Convention and Visitors Bureau's Official Guide to Philadelphia*, our company will conduct location visits this summer and describe the accessibility features available at local attractions, hotels and restaurants. The company will initially work with W.C. Duke Associates, a consulting company that assists in the initial set-up and organization of becoming an ADA compliant company by teaching and guiding Philly's Accessibility Travel Guide's staff on the facilities and areas that need to be inspected at location visits. Therefore, when a user searches for a specific place, they are able to read a short description of the location and the various features/amenities that pertain to their disability or family member's disability.

Instead of rating all of the attractions in the city, we feel it is more valuable to describe each location and what it offers to visitors. This method also helps our company build a personal relationship with the location and a potential future advertiser.

The company will not charge any of the suppliers that will be featured in the online search portal. With this decision, the company will focus on making all of its initial revenue in online advertising. Although, the first year gross sales projection is \$75,000, Philly's

Accessibility Travel Guide objective is to increase ad sales with a strategic sales and marketing plan consisting of attending trade shows, direct marketing, e-mail campaigns, strategic partnerships and much more that will enable profits to boost substantially in 2011.

Elizabeth Connolly, founder and CEO, solely owns the company and the company's URL (Uniform Record Locator) address is PhillyAccessibility.com. Currently, the company has one full-time employee, four hourly employees and two unpaid summer interns.

c.) Development to Date: Philly's Accessibility Travel Guide was founded in May of 2008 and the company is launching its Web site in October of this year. The company will be conducting all of its research and data collection in the next five months and anticipates surveying 300-400 suppliers to begin with, from a list of 970. The founder and Web site editor, Elizabeth Connolly, has worked in the travel trade industry for three years and will be working side-by-side with The Open Doors Organization's Research Director, Laurel Van Horn, while conducting site visits. Laurel Van Horn will serve as a consultant and will work directly with our three strategic partners- The Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC), The Philadelphia's Convention and Visitors Bureau (PCVB) and Art-Reach.

d.) Legal Status and Ownership: Philly's Accessibility Travel Guide's sole proprietor is Elizabeth Connolly and the company is strategic partners with GPTMC, PCVB and Art-Reach.

The initial start-up funding of the company has come from the personal investments of Elizabeth Connolly and a \$5,000 loan from Bank of America. Additional investor funding will be used to purchase software and hire four hourly employees.

3. Industry Analysis and Trends:

Philly's Accessibility Travel Guide is the only travel service of its kind in Philadelphia that centers on restaurants, hotels and attractions for disabled tourists. And, with accessibility travel on the rise, the company's online viewership and recognition will thrive.

a.) Size and Growth Rate of the Travel and Tourism Industry in Philadelphia: Travel to Philadelphia is booming and a recent survey published by The Greater Philadelphia Tourism Marketing Corporation (GPTMC) and Gophila.com said leisure travel to Philadelphia has increased 55-percent from 1997-2005. Additionally in 2006, 31.7 million people flew in and out of Philadelphia International Airport.

b.) New Niche- Accessibility Travel (Maturity of Industry): More and more disabled people around the world are traveling and in the past decade, travel agents and tour operators have started to educate themselves on to this lucrative business. A 2005 survey conducted by the Open Doors Organization and Harris Interactive cited American adults with disabilities spend \$13.6 billion on travel each year. Additionally, The Society for Accessible Travel and Hospitality (SATH) quoted the same survey from 2005 as reporting that 71-percent of the 54 million disabled Americans travel at least once every two years.

c.) Vulnerability to Economic Cycles/Seasonal Factors: With the summer travel season in full swing, many people are choosing to stay home and not travel this summer due to high fuel costs and increased airfares. This factor could affect the economic interest in travel to Philadelphia and less interest in potential advertisers for the Web site. According to a recent press release issued by AAA on Memorial Day travel, "AAA estimates that 37.87 million Americans will travel 50 miles or more from home this holiday, a decrease of nearly 360,000 travelers (0.9 percent) from

last year's total of 38.23 million." Although, this statistic is discouraging to the travel industry, people continue to book vacations or travel closer to home where they can take a train or public transportation. Philly's Accessibility Travel Guide launch date is in October of this year and the company anticipates that following the peak costs of summer travel, many travelers will still plan a fall get-away, possibly to Philadelphia.

d.) Technological/Regulation Factors: Philly's Accessibility Travel Guide online portal will be created with Visual Studios 2008 and accessibility on the Web in mind. Since many of the Web site's users might have a visual, auditory, physical, speech, cognitive or neurological disability, the company will ensure that the Web site is 508 compliant. This term "508 Compliant" pertains to Section 508 of the Rehabilitation Act that was passed in 1998 and it guaranteed that Federal agencies needed to make their electronic information technology accessible to people with disabilities. This law has helped to make more companies aware of the importance of 508 compliancy and will grow with Philly's Accessibility Travel Guide over time. As new software is developed, the company will update the sites specifications and content.

Currently, the plans for the Web site's technology include creating alt tags in HTML (Visual Studios 2008) for people that might need a screen reader. Additionally, since the Web site will not have any audio or streaming media, it will not need to be close captioned. PhillyAccessibility.com will provide a listing of how a user can take advantage of their browser's accessibility features with links to Microsoft and Apple's Web sites. Microsoft provides detailed instructions on how a user can set their computer to zoom in on a Web page, choose colors, change text size, choose the font and size, pick the accessibility settings, format Web pages using a custom sheet and various other features.

e.) Financial Considerations and the Importance of Strategic Partnerships: Even though accessible travel is on the rise according to the Open Doors Organization, many cities do not offer an accessible guide for disabled visitors. Furthermore, cities and states do not receive the federal funding to put together a detailed and thorough analysis of the accessibility features in each tourist location.

In the case of Philadelphia, The Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC) and The Philadelphia's Convention and Visitors Bureau (PCVB) recommends disabled tourists use the online search feature created by the non-profit organization, Art-Reach that lists more than 150 arts and cultural attractions around the city. Art-Reach was designed with the intent of making its mission to share cultural experiences with people with disabilities through the experience of the arts.

Philly's Accessibility Travel Guide will work with Art-Reach to feature all of its arts and cultural attractions and expand further on their listings because all of their research was conducted in 2000. Our company will also provide immense information on restaurants, hotels and additional tourist attractions. With the help of Art-Reach, GTPMC and PCVB, more people will come to recognize the name- Philly's Accessibility Travel Guide and phillyaccessibility.com through advertising, public relations and linking from site to site. This will help the company gain more viewership and potential advertisers, which will solely contribute to the company's revenue.

4. The Target Market:

a.) Market Description: Philly's Accessibility Travel Guide operates in the greater Philadelphia, Pa., area, targeting disabled tourists, their families and caretakers from all over the world.

b.) Market Size and Trends: The Open Doors Organization survey conducted in 2005 with Harris Interactive, reported from 1,373 interviews among adults with disabilities, 61-percent of people travel to the East Coast. This is a positive statistic that recognizes that people enjoy visiting the East Coast, which includes the city of brotherly love, Philadelphia. In addition, this same survey said that 69 percent of adults with disabilities have traveled at least once in the past year. This statistic surveyed business and pleasure/leisure travelers.

As mentioned in the Industry Analysis and Trends section, American adults with disabilities spend \$13.6 billion on travel each year according to the Open Doors Organization survey. This staggering figure is one of the key reasons that accessibility is an ever-growing niche and more travel and tourism companies and organizations will gain further profit if they focus on this market.

The Open Doors Organization also projected that if incidence rates remain the same, by 2030 nearly 24 percent of the total U.S. population will be disabled. This statistic is shocking, but true and is a key reason that every city needs to offer an accessibility portal.

c.) Target Customers:

The business Philly's Accessibility Travel Guide targets for its services have the following business characteristics:

- Disabled people interested in traveling to Philadelphia ranging in all ages.

- Family members/caretakers looking to take a vacation with a loved one that is disabled.
- Out of town travel agents looking to build their Philadelphia accessibility knowledge.

d.) Target Advertisers:

Philly's Accessibility Travel Guide profits will come from online advertising and eventually supplier company features. The following organizations and companies will be targeted for advertising purposes:

- Hotels
- Restaurants
- Tourist Attractions
- Local and international travel agencies
- Local and domestic tour operators

e.) Strategic Opportunities: By Philly's Accessibility Travel Guide and its strategic partners conducting direct marketing campaigns to all of the suppliers in the *Philadelphia Convention and Visitors Bureau's Official Guide to Philadelphia*, more suppliers may learn about the Web site before the launch date. Additionally, purchasing booths at The Society for Accessible Travel and Hospitality's (SATH) World Congress in 2009 in Orlando, the Vacation.com 10th International Conference & Trade Show in Las Vegas, and other trade shows offered locally by PCVB and within the United States will contribute to more future advertisers and Web site visitors.

5. The Competition:

Philly's Accessibility Travel Guide does not intend on competing with any travel-related suppliers in the Philadelphia region. Rather, the company hopes to target potential competitors to become online advertisers for the Web site.

a.) Local Competitors: Currently, the non-profit organization, Art-Reach, is the only company that maintains an online search portal that is similar to the structure that Philly's Accessibility Travel Guide will be launching in October of 2008. Although, Art-Reach's online search only lists 150 arts and cultural attractions from research conducted in 2000, while phillyaccessibility.com will feature several attractions, hotels and restaurants.

Other local businesses identified as likely competitors include The Greater Philadelphia Tourism Marketing Corporation (GPTMC), which maintains the tourism Web site, gophila.com and The Philadelphia Convention and Visitors Bureau (PCVB). Both of these organizations target the travel and tourism audience that Philly's Accessibility Travel Guide will be focusing on, but do not offer many accessible resources for disabled tourists, their families and caretakers.

b.) Other Competition: National and international travel agents and tour operators selling accessible vacations to Philadelphia may be considered competition, as well. Fortunately, Philly's Accessibility Travel Guide will maintain a list of many of these competitors and target them to become advertisers for the Web site.

c.) Market Share Distribution: The 2005 survey conducted by the Open Doors Organization and Harris Interactive, said that 71-percent of the 54 million disabled Americans travel at least once every two years (see Appendix A on Page 29). With this statistic being so large and the fact that leisure travel has increased 55-percent (see Appendix B on Page 30) since 1997 to

Philadelphia, it is probable that Philly's Accessibility Travel Guide will attract online visitors through strategic partnerships with The Greater Philadelphia Tourism Marketing Corporation, The Philadelphia Convention and Visitors Bureau and Art-Reach.

d.) Barriers to Entry and Strategic Opportunities with Competitors: Once Philly's Accessibility Travel Guide has reached its first year mark, it will have more advertisers and a growing online network of visitors. Additionally, its strategic partners will assist with helping the network gain more exposure as the number one resource for accessible travel to Philadelphia. By becoming the leader in accessible travel to Philadelphia, it will make it harder for new competitors to come in and create a similar portal.

6. Strategic Position and Risk Assessment:

Philly's Accessibility Travel Guide focus is to become the online resource for accessible travel to Philadelphia. In order to accomplish this aspiration, we have developed a strategic position that emphasizes:

- The only online portal that recommends restaurants, hotels and tourist attractions for disabled tourists visiting Philadelphia.
- Provides tourists with peace-of-mind and security, as they are able to plan their trip in advance and online.
- Allows interested suppliers from the *Philadelphia Convention and Visitors Bureau's Official Guide to Philadelphia* to be highlighted in the search feature for free.

Philly's Accessibility Travel Guide's Strategic Position is derived from:

- Lack of accessibility resources for tourists interested in visiting Philadelphia

- Serving our target market
- Integrating our competition as strategic partners and/or advertisers

a. Industry Trends: Travel and tourism is on the rise, along with accessible and leisure travel to Philadelphia as noted in Appendix A and B on Pages 29-30. Additionally, many travelers with disabilities want to learn more about a restaurant, hotel or attraction before they visit a city, and this is an added reason why making this information available on the Internet is valuable.

b.) Target Market: Philly's Accessibility Travel Guide's target market is the accessible traveler that needs to gain information on where to eat, stay and what to see in Philadelphia. In addition, we are a great resource for families and caretakers planning to travel with a disabled love one in advance. This Web site will also offer useful resources and tips for accessible travelers and their families.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis Breakdown

c.) Competitive Environment: Currently, the only company that could be considered an outright competitor is Art-Reach, a non-profit organization that has an online search detailing the facilities available at 150 arts and cultural attractions in Philadelphia. Luckily, Philly's Accessibility Travel Guide will be working with Art-Reach as a strategic partner and all of Art-Reach's research published within their search portal is from 2000, and it could be considered outdated. By working as a strategic partner with our company, Art-Reach will also gain more exposure on their organization.

d.) Our Strengths: Our company prides themselves on providing current and valuable information to disabled travelers interested in expanding their horizons and exploring

Philadelphia. Philly's Accessibility Travel Guide is working hard at conducting location site inspections, so that we can deliver the best description of the various facilities available. We are initiating contact with all of the suppliers listed in the *Philadelphia Convention and Visitors Bureau's Official Guide to Philadelphia*, and offering them the unique chance to be featured in our search portal for free.

e.) Risks Assessment: One of the biggest hurdles that Philly's Accessibility Travel Guide will have to overcome is finding enough advertisers interested in purchasing banner ads on the Web site. Since our company is making all of its search information free, it needs to earn enough revenue from online advertising, strategic partnerships and eventually in its third year, income from featured articles of the week.

f.) Strategic Position: Although, Philly's Accessibility Travel Guide will be providing free resources, listings and information to our target market, we are confident that the company's advertising numbers and viewership will increase. By implementing a solid sales and marketing plan, the company will continue to grow and receive a profit by year three.

7. Marketing Plan and Sales Strategy:

a.) Company's Message: Philly's Accessibility Travel Guide is the online resource for accessible travel to Philadelphia for disabled tourists, families, caretakers and travel agents. The company is striving to reach its audience by contacting all members of the *Philadelphia Convention and Visitors Bureau's Official Guide to Philadelphia* to see if they are interested in our company conducting a sight location inspection and then being featured in the online search portal.

b.) Marketing Vehicles: By hiring W.C. Duke Associates, Inc., as a consultant to assist Philly's Accessibility Travel Guide in becoming an ADA Compliant company, our company has gone through the necessary training to conduct location site inspections and deliver quality information that services the accessible travel market in Philadelphia. Philly's Accessibility Travel Guide will be recognized through its slogan, "Helping Disabled Tourists Explore the City of Brotherly Love" and its logo that will be underlined by the words: "a licensed ADA compliant company."

Philly's Accessibility Travel Guide will become a member of The Philadelphia's Convention and Visitors Bureau (PCVB), which includes a free advertisement in its summer magazine and this will help more people learn more about the launch of the Web site. Additionally, since Philly's Accessibility Travel Guide will highlight all of the Philadelphia Convention and Visitors Bureau's Official Guide suppliers' facilities, PCVB has agreed to run a free banner ad on their Web site for the summer.

Along with the PCVB exposure, our company will create print brochures that will be sent out to local and national travel suppliers, tour operators and travel agents. Philly's Accessibility Travel Guide will also purchase banner ads on the Open Doors Organization's (ODO) Web site and the Society for Accessible Travel and Hospitality's (SATH) Web site.

Additionally, SATH has an annual World Congress trade show in January of 2009 that Philly's Accessibility Travel Guide will attend as an exhibitor for \$999 in Orlando. The company will also send a representative to the Vacation.com 10th International Conference & Trade Show in Las Vegas and exhibitor prices are still being determined. Philly's Accessibility Travel Guide

is budgeting \$3,000 in 2009 and \$5,000 in 2010 to attend a few trade shows around the country and gain some more exposure.

c.) Strategic Partnerships: Philly's Accessibility Travel Guide has already spoken with The Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC), The Philadelphia's Convention and Visitors Bureau (PCVB) and Art-Reach on becoming strategic partners. This relationship will include all three companies posting a banner ad on their Web site, linking to phillyaccessibility.com when the Web site is live and word-of-mouth recommendations to members and visitors. Eventually, these strategic relationships will benefit The Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC), The Philadelphia's Convention and Visitors Bureau (PCVB) and Art-Reach as much as it will benefit Philly's Accessibility Travel Guide in its first year. By having strategic partnerships, Philly's Accessibility Travel Guide will gain free public relations through other organizations and companies.

d.) Other Marketing Tactics: Once Philly's Accessibility Travel Guide conducts a site inspection at a local restaurant, hotel or attraction, we will offer the organization a reduced rate of \$1,000 to run an online banner ad on the Web site for one year vs. the normal running time, which will be six months for the same cost of \$1,000. This will also entice more suppliers to become advertisers, especially if their company starts receiving extra business through the online free search portal listing.

e.) Sales Force and Structure: With the help of consultant, Laurel Van Horn from the Open Doors Organization and founder and CEO, Elizabeth Connolly, Philly's Accessibility Travel Guide will conduct a thorough sales and marketing campaign. Since our company will gain all of

its revenue through online advertisers, featured locations will be offered a reduced rate to run a banner ad at the launch of the Web site as mentioned above.

In addition, we will conduct a direct marketing campaign with the help of the online software, Constant Contact, to inform others about the online portal and describe the benefits of advertising on the Web site. By conducting personal phone calls to prospective advertisers as a follow-up, more companies will begin to recognize our company as one that cares about its viewers and advertisers. In fact, we are a company that is helping others see the world and featuring advertisers that also want to make a difference in accessible travel.

The Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC), The Philadelphia's Convention and Visitors Bureau (PCVB) and Art-Reach may also assist in sending e-mails to their members and visitors to check out phillyaccessibility.com, to help disabled tourists explore the city of brotherly love.

8. Operations:

a.) Plants/Facilities: Philly's Accessibility Travel Guide staff will telecommute and maintain a virtual office environment. All of the legwork for the company will be done in the city of Philadelphia, researching restaurants, hotels and attractions. Conducting these inspections is vital for the company's business and online search portal. Additionally, by networking and meeting new suppliers, our company will meet more prospective advertisers for the Web site. The company will also hire two local college students looking for a summer internship for college credit that is flexible and convenient because they will get to work from their homes.

b.) Production Plan, Quality Control, and Research and Development: The core of our company's data and inspections will take place prior to the launch of Phillyaccessibility.com. By

working with our consultant, Laurel Van Horn of the Open Doors Organization and W. C. Duke Associates, Philly's Accessibility Travel Guide will be fully prepared on how to inspect each location. The first step will consist of e-mailing and calling the 970 members listed in the *Philadelphia Convention and Visitors Bureau's Official Guide*, in order to see if they are interested in being featured in the online portal. Our two summer interns will be assisting in the calling and e-mail process of tracking down more interested companies.

As each phone call is made and more interest is sparked, our company will visit each location to examine the entrances, lobbies, rooms, eating area, bathrooms and much more. Each listing in the online portal will describe everything from elevators to adaptive equipment that might be available. Our anticipation is that we will have 300-400 listings and 40 advertisers by September when the Web site is scheduled to be built. Our contracted Web Developer will use the Excel spreadsheet document that describes all of the data, to create a database that will run concurrently with the search feature on the Web site. The Web site/search feature will be created in Visual Studio 2008's Professional Edition and our Graphic Design intern will create many of the graphics in Photoshop. Additionally, extensive quality control testing will occur before the site goes live on Oct. 1, 2008.

c.) Equipment and Technology: Since the company will be telecommuting, each employee will use their home computer and any needed software will be purchased by Philly's Accessibility Travel Guide. Visual Studios 2008 will be purchased for our Web Developer and Adobe CS3 for our Graphic Designer. The hourly bookkeeper will use QuickBooks weekly on the owner's home computer and this license is included in the equipment purchase cost line item in the income statements section. Any additional technology software will be purchased as the company increases its profits and viewership.

d.) Variable Labor Requirements: In order to follow Section 508 of the 1998 Rehabilitation Act, our Web site will be created in HTML with alt tags for people that might need a screen reader. Additionally since the Web site will not have any audio or streaming media, it will not need to be close captioned. Visual Studios offers an HTML Web tool building feature.

e.) Supply and Distribution: *The Philadelphia Convention and Visitors Bureau's Official Guide* listings are all companies that Philly's Accessibility Travel Guide will contact and propose the idea of being listed on Phillyaccessibility.com's online portal. The businesses that are featured as free listings will also have the opportunity to purchase an online banner ad at a reduced rate. Part of Philly's Accessibility Travel Guide marketing and sales plan will be to target new advertisers via direct marketing, strategic partnerships, online advertising and linking. In addition, The Greater Philadelphia Hotel Association has agreed to send an e-mail to all of its clients to see if they would be interested in being listed in the online portal.

9. Technology Plan

a.) Technology Goals and Position (Software): Philly's Accessibility Travel Guide is an online company that will constantly be updating its software. Our online search portal will be created in Visual Studio 2008's Professional Edition, which is used as an ASP (Application Service Provider). Our Web Developer is very knowledgeable of the latest Web trends and will be assisting in SEO (search engine optimization) and helping our company develop as quickly as the Internet does.

b.) Internet Goals and Plans: As a small company that prides ourselves on "Helping Disabled Tourists Explore the City of Brotherly Love," it is our obligation to make sure our online search

portal and Web site are 508 Compliant. It is essential that people with visual, auditory, physical, speech, cognitive and neurological disabilities are able to access all content on our Web site.

c.) Telecommunications Needs: As a new company, it is important that our company has the necessary technology to work in a virtual office. That said, Philly's Accessibility Travel Guide will have weekly staff meetings with its staff and use a conferencing service that is included in the yearly phone cost listed in the financial statement. The staff will also remain in contact online via the e-mail addresses being purchased by GoDaddy.com and creating MSN messenger accounts, which are free.

d.) Technology Personnel Needed: Any technology crises that might occur will also be handled on a contract basis through our Web Developer. He is primarily a Web Developer, but has experience working in IT. If an hourly employee needs live assistance, our Web Developer will be contracted hourly.

10. Management and Organization

a.) Key Employees/ Principals:

Elizabeth Connolly, a former public relations and travel trade consultant, is the founder and CEO of Philly's Accessibility Travel Guide. Ms. Connolly is working towards a Master of Journalism at Temple University and has four years of advertising and public relations experience. She has worked directly with the accessible travel industry at various travel trade show events, interviewed travel agents trained in this specialty and has several published articles on this topic.

Most recently, Ms. Connolly worked as a Project Manager for a Web Design company and brings tremendous expertise in the data collection and search engine design field.

b.) Advisory Committee:

Laurel Van Horn, writer and accessible travel expert for the Open Doors Organization, is a key person that advises Philly's Accessibility Travel Guide staff and CEO. W. C. Duke Associates is working directly with Laurel Van Horn on the consulting and structure of how to inspect numerous locations to be ADA compliant.

c.) Consultants\Specialists:

Laurel Van Horn is a consultant and the primary person that makes up the Advisory Committee.

Ian Scott, Web Developer at Comcast, will be working as a consultant for Philly's Accessibility Travel Guide on an hourly basis. Mr. Scott graduated from The College of New Jersey.

d.) Management Structure: Founder and CEO, Elizabeth Connolly is the only full-time employee at Philly's Accessibility Travel Guide. Ms. Connolly works via e-mail and over the phone with Laurel Van Horn. They also meet regularly in Philadelphia to conduct inspections. The remaining staff consists of an hourly Web Developer, bookkeeper, Graphic Design intern and two unpaid summer interns.

As the company's online search portal increases viewership and advertisers, they will try to bring all of their employees on full-time.

11. Community Involvement and Social Responsibility

Philly's Accessibility Travel Guide strives to make a difference in providing valuable research and information for people with disabilities from all over the world that might be interested in visiting the Philadelphia area.

a.) Social Responsibility: As a new company, Philly's Accessibility Travel Guide plans to donate some of its second-year profit to Art-Reach, one of its strategic partners. The money can help coordinate a cultural event at a local school or community event, or a scholarship fund.

b.) Company Policies

Our company will adopt the following policies:

- We will work hard to explore the positives in a supplier location and not criticize any companies that may not be 100-percent ADA compliant. Our company will use our expert consultants to make mindful suggestions to companies if need be.
- We will always work for the good of the disabled community and be respectful of all of their specific needs.
- We will be courteous to all customers and clients that work with our company.
- As co-workers, we will always be kind to each other and sustain a positive work environment.
- We will volunteer at least once every few months as a company to serve the community.

c.) Community Activities: Starting in March of 2009, Philly's Accessibility Travel Guide staff will work directly with Greater Philadelphia Cares to make a difference in the city. Quarterly

volunteer events include picking up trash at Fairmount Park, repairing the city's public schools, volunteering at the Philadelphia Marathon and much more.

12. Development, Milestones and Exit Plan

a.) Long-Term Company Goals: While Philly's Accessibility Travel Guide projects a slight profit after year one, the company is confident that accessible travel to Philadelphia is increasing and so will its company's growth. Within three years, our company's revenue will increase substantially from year one and will become the go-to-place that travel agents, tourist operators and industry corporations recommend their clients check out.

b.) Growth Strategy: Philly's Accessibility Travel Guide will achieve substantial growth by expanding its staff and marketing and sales initiatives every year. By year three, Philly's Accessibility Travel Guide will increase all of its hourly employees to part-time employees (research consultant, Web Developer, bookkeeper and a Graphic Design intern).

Increasing staff time will aid the company in allotting more time to research new supplier locations to be featured in the online search portal. This research will lead to site inspections and building relationships with new suppliers. Additionally, the staff will now be located in one office that will give them more of an opportunity to work side-by-side.

Brainstorming together, the staff will advance its marketing and sales plan to encourage advertisers to not only purchase banner ads, but also restaurant reviews and featured articles on different locations within the city. By stepping up Philly's Accessibility Travel Guide's marketing and sales plan options that can be purchased, the company will have a better chance at increasing revenue and maintaining growth in times of economic deflation.

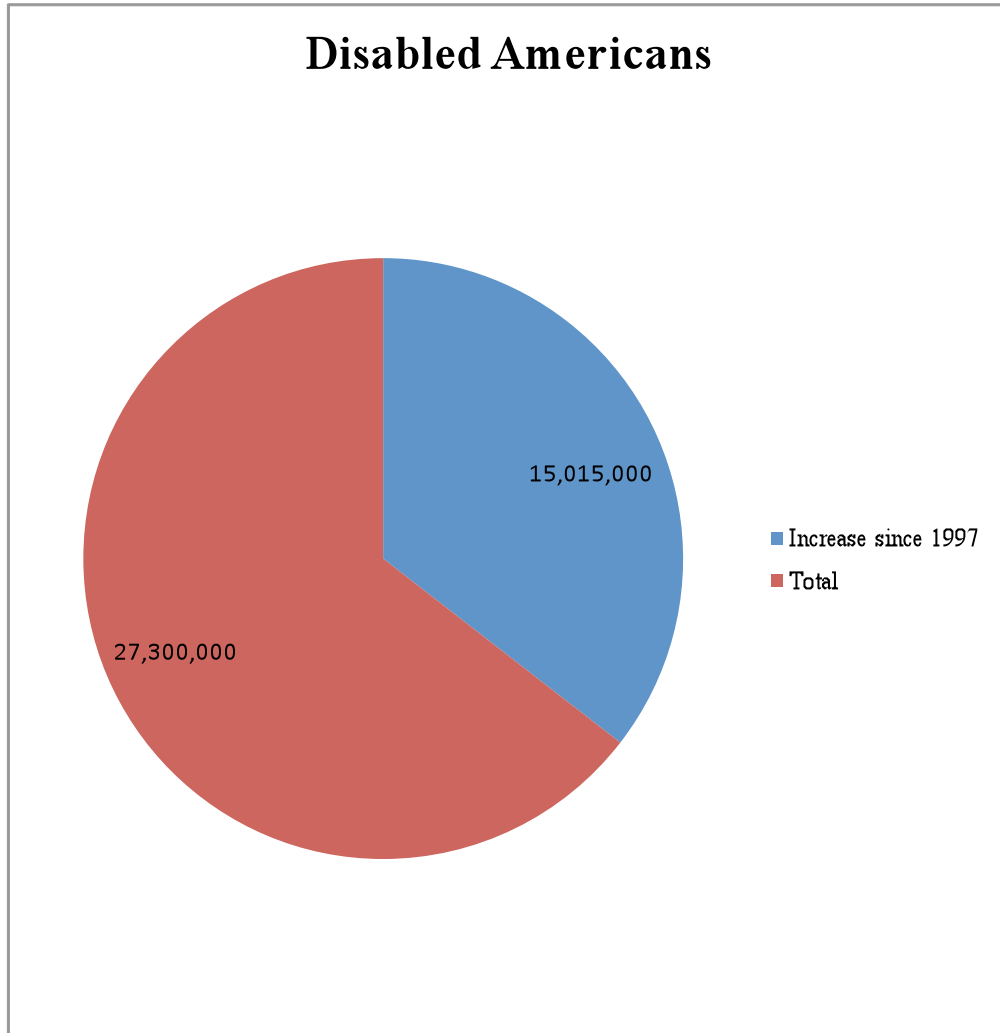
c.) Future Milestones: By the end of 2009, Philly's Accessibility Travel Guide will have secured a yearlong strategic partnership with Art-Reach, the Philadelphia Convention and Visitors Bureau (PCVB) and The Greater Philadelphia Tourism Marketing Corporation (gophila.com/GPTMC). Additionally a total of 75 advertisers' messages will be featured on the Web site as banner ads.

In 2011, Philly's Accessibility Travel Guide will earn \$220,000 from its sales/marketing initiatives. Its overall gross profit will total \$200,000, which is \$135,000 more gross profit than 2009. This increase is due to the company's enhancement of the various features that advertisers can purchase on the Web site that will highlight specific companies as accessible-friendly.

d.) Risk Evaluation: The biggest risk that may arise with Philly's Accessibility Travel Guide not growing, is lack of advertisers. Since all of the listings on the Web site will be free for supplier companies, it is important that the amount of advertisers increase over time. To prevent the company from losing revenue, Philly's Accessibility Travel Guide is planning to advance its marketing and sales initiatives every year.

INCOME STATEMENT	2009	2010	2011
Gross Sales (\$1,000 x 6 months for banner ad that is 468 x 60 pixels)	\$75,000	\$120,000	\$220,000
(Commissions)	0	0	0
(Returns and allowances)	0	0	0
Net Sales	\$75,000	\$120,000	\$220,000
(Cost of goods/marketing and advertising)	\$10,000	\$15,000	\$20,000
GROSS PROFIT	\$65,000	\$100,000	\$200,000
OPERATING EXPENSES			
General and Administrative Expenses			
Salaries and wages	\$30,232	\$54,200	\$103,800
Employee benefits (health insurance)	\$2,400	\$2,500	\$5,000
Payroll taxes	\$2,200	\$2,600	\$4,000
Professional services (Includes W.C. Duke Associates consulting for first year)	\$6,000	\$3,000	\$3,500
Rent	0	0	\$18,000
Maintenance	\$300	\$500	\$700
Equipment rental	0	0	0
Furniture and equipment purchase (Visual Studios 2008 and Adobe CS3 first year)	\$1,918	0	\$3,000
Depreciation and amortization	\$400	\$450	\$500
Insurance (liability insurance)	\$1,000	\$1,200	\$1,400
Interest expenses	\$400	\$500	\$600
Utilities	\$600	\$700	\$1,500
Telephone Services	\$550	\$550	\$1,000
Office supplies	\$250	\$300	\$600
Postage and shipping	\$300	\$350	\$600
Marketing and advertising (2009 & 2010 costs includes attending SATH World Congress for \$999 per year and \$2,000 additional dollars in 2009 for another tradeshow. And a total of \$5,000 for trade show events in 2011. These prices are an estimated breakdown relevant to the industry and a start-up company.	\$10,000	\$15,000	\$20,000
Travel (site inspections)	\$2,000	\$1,200	\$1,500
Entertainment	\$400	\$600	\$900
Technology (Web site and Internet)	\$1,100	\$1,500	\$3,000
TOTAL OPERATING EXPENSES	\$60,050	\$85,150	\$169,600
Net Income before taxes	\$4,950	\$14,850	\$30,400
Provision for taxes on income (6.6 %)	\$750	\$2,250	\$4,606
NET INCOME AFTER TAXES	\$4,200	\$12,600	\$25,794

Appendix A



Appendix B

