

# BESPOKE DIGITAL SOLUTIONS

## Business Plan

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**Number of employees:** Currently one (Mary Clare Almeda Bland), with unpaid interns in California, London and Madrid. We also outsource coding to a small firm in Indore, MP, India. As our client portfolio continues to expand, we wish to add a part-time, Madrid based employee in 2017. In 2018 we wish to add an administrative assistant and a full-time employee. In 2019 we wish to add 2-3 full-time employees, business conditions permitting.

**Estimated investment:** As we currently have an established book of clients, no additional investment is needed. Future growth will be funded out of retained earnings.

**Financial resources:** We have an established client list, which includes (but is not limited to)

United States- [REDACTED]  
[REDACTED]  
[REDACTED]

Spain- [REDACTED]

UK- [REDACTED]

Nigeria- [REDACTED]

We also have a credit line at [REDACTED] for emergency situations.

**Permits and/or licenses required:** None.

## 2.The Founder



### Entrepreneur details:

Mary Clare Almeda Bland

### Personal data:

Address- [REDACTED]

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Spanish NIE: [REDACTED]

US Passport Number: [REDACTED]

## Brief résumé:

**Education-** Honors Bachelor Degree in Economics. Saint Louis University in Saint Louis, MO and Madrid, Spain. Graduated 1991. Masters in Economics. Indiana University in Bloomington, IN. Degree awarded 1993. ABD in Economics and Finance. Indiana University in Bloomington, IN. Degree awarded 1994.

**Work experience-** Senior Analyst, Loan Pricing Corp (1994-1995), New York, NY. Vice President and Senior Equity Analyst, Bank of New York Asset Management (1995-2001). Vice President and Senior Equity Analyst, Equinox Capital Management (2001-2003).

**Entrepreneurial Experience-** Founder, CEO East Side Tae Kwon Do and East Side Yoga (2004-2015), New York, NY. Founder and Chief Strategist at Bespoke Digital Solutions (2015-Present). Based in Madrid with a global reach.

**Brief Summary-** Ms. Bland started her career on Wall Street, where she worked as an international equity analyst and energy, power and transportation analyst. After the World Trade Center was destroyed, Ms. Bland decided she wanted to start her own businesses, focused on helping people. In 2004 she opened a martial arts and yoga school for children.

Ms. Bland started managing social media marketing campaigns over ten years ago, whilst she owned these businesses. This makes her a pioneer in the field. During this time, she worked extensively with a traffic management expert to learn how to drive, and track, traffic to websites using social media, Google Adwords and SEO techniques. In Manhattan it was, at that time, prohibitively expensive for a small business owner to hire a web designer. Like any good entrepreneur, she found a way around that problem: she learned to design them herself.

Over time, other small and medium sized business owners in New York City asked for her help creating websites and driving traffic to them. Over time, she had assembled a large enough portfolio of clients to make digital marketing her full-time career. In addition to these skills, her experience writing financial reports as a Wall Street analyst, and running her own travel blog, has allowed her to add blogging to her skill set. She specializes in working with real estate and financial firms, although her client list contains customers from industries as broad as drone operators to photographers.

**Professional qualifications:** Website Design certification. The New School (<http://www.newschool.edu/>), New York City, 2007. Completed Perry Marshall's Adwords Master Course (2012) (<https://www.perrymarshall.com>) and Facebook Ads University (2015). Josh Turner's LinkedIn Selling Master Class (<http://linkedselling.com/>) (2017).

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**Personal economic and financial situation:** Ms. Bland currently earns [REDACTED] per month as a social media consultant/web designer for [REDACTED], plus additional income on a project basis. She earns [REDACTED] per month as a Global Community Manager for [REDACTED]. She earns [REDACTED] per month from [REDACTED], plus additional income on a project basis. She earns additional project income from clients around the world on a project basis. She owns a [REDACTED]. Her basic living expenses are food (250€ per month), shelter (565€ per month), car loan (315€ per month), life insurance (25€ per month) and utilities (approximately 160€ per month). She has roughly [REDACTED] of hard assets (jewelry, silver and art).

**Future involvement in the project:** Ms. Bland will work at Bespoke Digital Solutions full-time, run the day-to-day operations, serve as Chief Strategy Officer and manage all employees.

### 3. Service Description

**Description of the service:** Bespoke Digital Solutions provide the following services to clients.

**Create customized strategies:** We create customized strategies for our customers. We learn about their ideal customers (industry or demographic, location, etc.) and thoroughly analyze their business models. With this information, we handcraft the perfect solution for their online presence using the optimal combination of social media channels, blogging, online advertising and remarketing.

**Campaign management:** Once we create the perfect strategy for a client, we can completely manage its implementation. This includes, but is not limited to, procuring the optimal social media assets, regular, effective posting to social media channels, networking with key influencers, creating and managing advertising on social media platforms (Facebook, Instagram, LinkedIn, Twitter, Pinterest, YouTube, Snap), tracking ad performance, creating and managing remarketing campaigns and creating and managing Google Adwords campaigns to maximize conversions. We can run campaigns in any geographic location.

**Blogging:** Anyone that is serious about online sales and marketing needs a blog. In today's world, it is an extremely valuable tool to drive traffic to websites, building and maintaining customer relationships, understanding the market and providing content to distribute on social media platforms. We can write content, edit content, craft content to appeal to a client's target customer and optimize content for search traffic. We can also help distribute content across the optimal social media platforms or secure third-party blog posts.

**Web Design:** The best digital marketing in the world will fall flat on its face if the traffic is channeled to an ineffective website. Websites must appeal to a client's ideal customer. The colors and graphics should be pitched to the audience, it should be easy to navigate, have effective language and include

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calls to action. We create client website that do this, or optimize existing sites. We can customize a Wordpress template or design and code a bespoke theme.

**Innovative elements:** Social Media Examiner's "2016 Social Media Marketing Industry Report", which polled more than 5,000 marketers, discovered some very interesting facts:

- The number-one question marketers want answered (92%) is which social media tactics work best.
- Figuring out how to best connect with people is second on the list of questions marketers want answered (90%).
- Facebook is the most important social network for marketers. When asked to select their most important platform, 55% of marketers chose Facebook, followed by LinkedIn at 18%. Plus, 67% of marketers plan on increasing their Facebook marketing activities.
- Facebook ads dominate. A surprising 86% of social marketers regularly use Facebook ads, while only 18% use Twitter ads.
- Many marketers are unsure about their Facebook marketing. A significant 40% of marketers don't know if Facebook traffic has declined in the last 12 months and 35% aren't sure if their Facebook marketing is effective.

SOURCE: <https://www.socialmediaexaminer.com/wp-content/uploads/2016/05/SocialMediaMarketingIndustryReport2016.pdf>

This demonstrates that **the innovative process** followed by Bespoke Digital Solutions meets an unmet need in the marketplace. Before we work with clients we analyze their business models and create customized strategies to help them gain their ideal client. During the campaign, we constantly analyze metrics to determine which ads are gaining the most, and relevant, traffic and achieving conversions.

**How our process benefits our clients:** Our process benefits all clients, but provides additional value to those based in Spain, wishing to access global clients.

**All clients:** Most digital marketing firms are reactionary- a potential client calls and asks for help in running an Instagram campaign, designing a website, etc. They respond to client requests without asking whether the client needs a given social media asset, or if that asset could even be harmful to a client's reputation. For example, running a Snap campaign targeted at Millennials could be quite damaging to the reputation of an investment bank.

Alternatively, other digital marketing firms use the same digital marketing strategy for all clients. This is a waste of time and money. It's much more effective to manage a few optimal social media platforms for a client.

**We are different.** When we start working with a client, we begin by thoroughly examining their business model. We look at their existing website, social media assets and existing Adwords, Facebook and other social media advertising accounts (if they have them). We determine:

1. The clients desired demographic

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2. The profile of their ideal client
3. What has worked for them in the past
4. What has not worked for them in the past
5. Who their greatest competition is

Once we make this evaluation, we determine:

1. Which social media platforms the company should use
2. The optimal landing page for each social media platform
3. Appropriate calls to action for the landing pages
4. Whether the company would benefit from paid advertising on any of the chosen social media platforms
5. Whether the company would benefit from an Adwords campaign
6. Whether the company would benefit from a blog
7. The key influencers in the company's industry

Given the above, we create a **comprehensive strategy** to help the company get noticed by, interact with and then obtain their idea clients. This is unique because unlike other digital marketing firms, we focus on making sure our strategy is **effective** and **cost efficient** for our clients.

**Spanish clients:** In addition to the above, we provide an additional value for our Spanish clients. Bespoke Digital Solutions differs from Spanish digital marketing firms because:

1. We have extensive international connections across a variety of industries
2. We are up-to-date on the latest global social media knowledge and trends
3. The owner, and our social media interns and consultants, are native English speakers (both American and UK English)

Because of this, **we can take a Spanish company global**. We can

1. Bring their digital presence up to international standards
2. Build their global profile
3. Help them get noticed by, and obtain, international clients

**How does Pareto efficiency apply to marketing campaigns?** Not all clients are equal. Countless research as shown that the Pareto principle prevails in marketing. Meaning, in general, 20% of marketing messages produce 80% of campaign results. Thus it is vitally important to understand on which social media platforms a company should advertise before the campaign begins. This allows digital marketing investment to produce the most effective, cost efficient results.

IIN SUMMARY: Bespoke Digital Solutions is innovative in three ways:

1. Our process is unique
2. Our campaigns are Pareto Efficient from the beginning.
3. We design landing pages and websites with calls to actions to complement our social media marketing, advertising and sales efforts. *This is critically*

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*important for our Spanish clients. We have seen numerous Spanish social media campaigns fail because they funnel traffic to generic websites without appropriate calls to action.*

**Competitive value:** Bespoke Digital Solutions' competitive value derives from:

1. Our consultants/interns are located in the US, UK, Europe and India. Thus we are able to stay in touch with global trends in a way that no digital marketing firm of our size can.
2. Our founder, consultants/interns span multiple generations (X,Y and Z). This allows us to stay in touch with the latest trends across all digital marketing platforms.
3. Our core business is based in Spain, yet our clients are from all over the world. This gives us a serious profit margin advantage as the majority of our clients come from high paying countries like the US and Europe, but our Madrid based costs are relatively low.
4. Because our low-cost base allows us to charge much lower prices than firms that offer services of comparable quality, we are able to focus on small and medium sized businesses. There is very little competition in this sector of the market.

## 4. Business Description

**Major costs:** Since we are a digital firm, and adept at marketing and web design, our costs are minimal.

### Average monthly costs (2017)

Home office space	282,50 €
Office power	65,00 €
Fiber optic internet connection and phone	100,00 €
Hosting of Bespoke Digital Solutions website*	4,99 €
Domain purchase	0,83 €
Adobe Photoshop subscription	12,09 €
Canva subscription	11,66 €
VPN subscription	7,49 €
Transportation to client meetings in Madrid	12,20 €
Coffees at client meetings	15,00 €
	<hr/>
	511,76 €

*\*Includes Office 365 email account*

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**Main suppliers and contracts:** Our main suppliers are online vendors. They are:

Movistar: Fiber optic internet connection and telephone

Godaddy: Website hosting, domain and Office 365 email client

Adobe: Photo editing software

Canva: Design tool for social media banners and graphics

Express VPN: Access to a virtual private network to access websites around the world. It also provides additional online security.

**Description of facilities, necessary equipment and premises arrangements:** Ms. Bland works out of her home office. Her necessary equipment is a computer, printer and the software applications listed above. All interns and external consultants work from their own home offices, thus no additional costs are incurred.

When Bespoke Digital Solutions expands and hires a part-time employee in late 2017, we will need to use Slack, another application to help virtual teams communicate. Slack costs 6.25€ per month, per user.

In 2018, as we add additional employees, we will need to acquire co-working space. This will cost an additional 150€ per month.

**Comparison with other companies in the sector:** There are a number of digital marketing companies in Spain, and the world. Bespoke Digital Solutions is different because its team is completely mobile. We leverage cutting edge communication technologies so the virtual team can meet when required, regardless where team members are located.

Because we have consultants/interns in the US, UK, Europe and India, we are able to stay in touch with global trends in a way that no digital marketing firm of our size can. Moreover, since our consultants/interns span multiple generations (X,Y and Z), we are in touch with the latest trends across all digital marketing platforms.

Finally, we have a serious competitive advantage when it comes to profit margins. We have significant high paying, international clients. Our main business is based in Spain, and our coding consultants are in India. This means our costs are much lower than those of other international firms.

## 5. Market Analysis

**General overview, expected evolution:**

**What is digital marketing?** Digital marketing is an umbrella term for the marketing of products and services using digital technologies. It is focused on the internet, mobile phones, display advertising and other digital mediums. Examples include:

- Search engine marketing

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- Search engine optimization
- Content marketing
- Influencer marketing
- Campaign marketing
- Social media marketing
- Direct email marketing
- Display advertising

**How big is the market for digital advertising?** Digital advertising continues to grow, increasing its hold on the global market share of the entire advertising market. Over the past five years, digital marketing spend has increased at a rate of 13%. Although companies around the world use digital marketing, the bulk of the spend takes place in the developing world.

In 2017, the market is expected to reach US\$185.4 billion worldwide, which is a staggering 29% share of the total global advertising market. Marketers only spend more on television advertisements.

Retail is the industry that spend the most on digital marketing. In the US, for example, in 2017 it is forecast to amount to 21.9% of total digital marketing spend. Other significant industries that spend on digital marketing are automotive, travel, financial services, pharma and media.

**Expected evolution:** As illustrated by the table below, social media spending is experiencing rapid growth. Overall, it is expected to grow 20.9% over the next five years. The quickest growing sector is forecast to be in business to consumer services.

**Table 5.1. Changes in social media spending across sectors**

	Overall	B2B Product	B2B Services	B2C Product	B2C Services
Current social media spending	10.6%	7.5%	12.9%	9.0%	12.9%
Social media spending in the next 12 months	13.2%	9.3%	15.7%	12.2%	16.3%
Social media spending in the next 5 years	20.9%	17.2%	21.7%	22.1%	26.1%

As seen in the above table, social media spending is experiencing rapid growth. Overall, it is expected to grow 20.9% over the next five years.

TABLE SOURCE: Smart Insights, 2016 US Digital Marketing Budgets: Statistics and Trends

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Custom Creative

Vital

Bespoke

Although the above contains only a small number of firms, it is representative of the broader market. The market is characterized by a large number of small, unprofessional businesses and a handful of large, high-quality agencies. We were not able to find any digital marketing firms that offer high-quality, customized approaches at price points that small and medium sized businesses can afford. That is the advantage of being based in Spain. Our low-cost structure enables us to offer our customers reasonable prices. Thus we are able to capture a portion of the market that is under-served.

Of the above firms, only Vital offers a boutique approach. The rest have limited, unprofessional websites. Vital is also exclusively US based, and their services are five times more expensive than ours.

### Madrid based firms

Social Noise

101

Secuoyas

Community Managers

La F\*cktoria

Sr. Burns

Gestazion

internetrepública

The above is a list of what are considered the best Madrid based digital marketing firms. Although many of them offer very good services, none of them are in English. We could not find a single **Madrid based** firm that specializes in helping Spanish based firms access international markets and clients.

**Demand analysis:** We will focus our new customer acquisition strategy on the professionally managed real estate and financial services industries. These are the industries in which we have the most expertise. They also tend to be well run businesses, willing to spend money on marketing and advertising.

We will focus on the following countries: Australia, Canada, Spain, the UK, the US. This is because:

1. We speak English and Spanish
2. These companies represent a large portion of the global market
3. They are some of the most sophisticated in the world when it comes to marketing and advertising, meaning they will be willing to spend money on our services.

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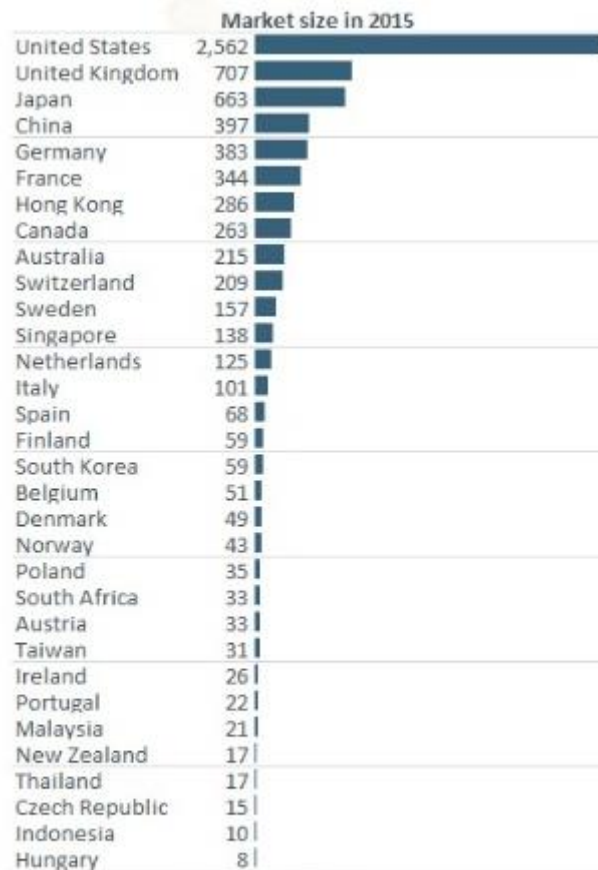
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## Professionally Managed Real Estate Market

We will focus our efforts on professional real estate managers. This is because small, private investors likely do not have the critical mass to need websites and digital marketing. According to MSCI, the global market size of professionally managed real estate was \$US 7.1 trillion in 2015.



Source: MSCI, KTI (Finland).

Our five targeted countries accounted for \$US3.79 trillion

### Professionally Managed Real Estate Market Size (2015)

Country	Billions of \$US
Australia	\$215,10
Canada	\$262,90
Spain	\$68,00
UK	\$682,50
US	\$2.561,60
<hr/>	
	\$3.790,10

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SOURCE: MSCI

## Financial Services Market

Our second targeted industry is the financial services industry. The market size of the industry in our targeted countries totaled US\$1,8 in 2015.

### Financial Services Industry Size (2014)

#### Contribution to country's GDP (Billions of \$US)

Australia	\$105
Canada	\$70
Spain	\$152
UK	\$261
US	\$1.260
	<hr/>
	\$1.848

SOURCES: Australian Treasury, Canadian Foreign Affairs Office, WTT, EU Parliament, US Treasury

## Combined Markets

Combined, these two businesses comprise a target market valued at \$US 5,6 trillion. Even focusing on the smaller players, it is clearly large enough for us to gain 10 new clients per year.

## 6.Commerical (Marketing) Plan

**Sales strategy:** As digital marketing is our area of expertise our marketing efforts will be focused on the Internet. We will drive traffic to our website: [www.bespoke-digital-solutions.com](http://www.bespoke-digital-solutions.com).

**Social Media Assets:** We have a Facebook page, a Twitter account and a LinkedIn account.

Given our targeted clients, we will focus our new client acquisition efforts on LinkedIn. These clients tend to conduct business in a very traditional manner, and are not likely to view Facebook or Instagram advertising as professional.

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## LinkedIn Campaign

**Stage 1:** Outsource a LinkedIn search to our contact in Pakistan. He charges \$120 to find 1.000 names, titles, LinkedIn addresses and email addresses. Since we're focusing on smaller companies, we'll focus the search on people with the title of CEO, COO, Founder, Co-Founder, Owner and Co-owner.

**Stage 2:** Create a special landing page on the website for LinkedIn traffic

**Stage 3:** Send invitations to connect with these people on LinkedIn.

**Stage 4:** For everyone that connects on LinkedIn, we will research their company's website and digital marketing actions. Based upon this, we will make a recommendation of how our services could improve their public profile and help them discover, connect with and gain new investors and/or customers.

**Stage 4:** We will send them an email with a brief summary of this strategy and how it can improve their ROI. Then, we will ask to arrange a phone call to further discuss how we can help them.

**Stage 6:** Speak over the phone and pitch our services.

**Pricing:** Our prices are very competitive, compared with firms that deliver the services we do at comparable qualities.

Website: ██████████

Website with online store: ██████████

Google Adwords campaign: ██████████ per month

Twitter campaign: ██████████ per month

Facebook campaign (including ad management): ██████████ per month

LinkedIn campaign: ██████████ per month

Facebook campaign: ██████████ per month

Instagram/Pinterest campaign: ██████████ per month

Website maintenance and updates: ██████████ per month

Blogging: ██████████ per article, ██████████ per article including SEO optimization and link building

**Distribution channels:** Primarily LinkedIn, but we do have a Facebook page which works well in the Spanish market.

**Promotion, advertising:** Currently, we do not run any paid advertising campaigns. In the future, as we grow, we would like to add a Google Adwords campaign. The goal is to be able to spend 500€ per month on this by 2019. We will manage the campaign ourselves.

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## 7.Organization and personnel

### Staff:

**2017:** One part-time employee, focusing on social media marketing

**2018:** One administrative assistant and one full-time social media marketing professional

**2019:** One administrative assistant, one full-time social media expert, one website and app builder, one part-time employee

### Qualifications and experience:

**Social media marketing professionals-** College degree, or equivalent. At least one year's experience working in digital marketing and running campaigns on Facebook, LinkedIn, Instagram and Snap. Must have a high level of proficiency with Microsoft Office, Canva and conducting web searches. Must be a good client communicator and able to speak English.

**Website and app builder-** College degree, or equivalent. Expert in Wordpress, Adobe Photoshop and Canva. Ability to code HTML and CSS.

**Administrative Assistant-** Organized and efficient. Minimum two years of experience in a similar role. Excellent communicator, ability to multi-task. Professional. Must have a high level of proficiency in Microsoft Office.

### Training programs:

As we anticipate hiring Spanish employees, and many of our clients are international, we will create a video training program for everyone to watch. This will include training modules in international business practices and intra-company communication.

### Necessary external services:

**Social media interns:** We currently have social media interns in Spain, London and California. These are all Millennials. We use them to provide input on, and update, Instagram and Snap campaigns. They teach us about trends in the latest digital platforms. In return, they receive professional coaching in things like appropriate communication, business etiquette and the importance of a strong work ethic.

**Coding:** We currently outsource any coding needs to a team in Indore, Madhya Pradesh, India. We give them the work and then charge out clients a 30% margin for their services. We expect to continue to use their services until 2019, when we can hire a full-time web developer.

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## 8.Required investment

**Required start-up investment:** None. The business is currently a going concern. All future growth will be financed out of retained earnings.

### Current assets:

**Soft assets:** We own the domain bespoke-digital-solutions.com, and associated social media assets.

**Hard assets:** [REDACTED]

### Accounts receivable:

#### Accounts receivable (June 2017)

[REDACTED]	\$2.600,00
[REDACTED]	\$4.000,00
[REDACTED]	\$600,00
[REDACTED]	100,00 €

### Payment terms:

**Websites:** 50% due at signing of contract, 50% due after site is finished.

**Blogging:** Payment due when article has been published.

**Digital marketing:** Payment due at the beginning of the month, before services are rendered.

## 9.Financial Plan

**Finance required:** None. The business is currently a going concern. All future growth will be financed out of retained earnings.

**Planned financial tools:** In 2018, we would like to open a line of credit to smooth any short-term cashflow fluctuations.

### Cashflow forecast:

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