
This paper describes the process of creating a business plan for a software program that teaches life management skills to students born from 1982 to 1991, referred to as Millennials. The software program, E.V.O. (Electronically Vicarious Organism), tracks the user’s activities and represents the user’s health by either evolving or devolving.

Furthermore, this paper explores the purpose of E.V.O. the point system of the program, the mission, philosophy, and vision of E.V.O. as a company, the market with an emphasis on Millennials, the competition, and the marketing and sales of the product. The paper concludes with reflections on the experience and possibilities for further research.

Headings:

Computer Software – Education

Management Information Systems – Life Management Skills

Information Services/Finance – Creating a Business Plan

Administration – Scheduling Software
CREATING A BUSINESS PLAN FOR E.V.O.  
 ELECTRONICALLY VICARIOUS ORGANISM

By
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A Master’s paper submitted to the faculty of the School of Information and Library Science of the University of North Carolina at Chapel Hill in partial fulfillment of the requirements for the degree of Master of Science in Information Science

Chapel Hill, North Carolina
November, 2003

Approved by:

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Advisor: Evelyn H. Daniel
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Introduction

This Master’s paper demonstrates the activities necessary to develop a business plan for an information product such as E.V.O. (Electronically Vicarious Organism).

E.V.O. is a handheld, organization software program designed to help students born from 1982 to 1991, referred to from now on as Millennials, learn how to manage their lives in a comprehensive fashion. Based on scheduling software, E.V.O. turns the activities entered into the user’s schedule into a point system that describes how organized the user’s life is. The E.V.O. itself, an animated character, either evolves or devolves according to the user’s input. As a graphical representation of the user’s schedule, E.V.O. provides daily feedback on the user’s life management skills.

The following pages include some of the highlights of a business plan with special emphasis on the purpose of E.V.O., why such a product would be useful to the Millennial generation student based on research into the characteristics of the Millennials. The potential market is also examined.
The Product

Product Description

E.V.O. is designed to take the schedule on the user’s P.D.A. (or other handheld technology) and turn that into an electronically living organism that represents the user’s life in a game-like format. The user will input how long he sleeps, how many glasses of water he drinks, how often he exercises, how long he studies, and when he relaxes. E.V.O. gives him instant feedback on how well he’s doing by getting stronger or weaker, evolving or devolving. The pleasure of a game’s quantifiable objectives and rewards is translated to the user’s own life.

E.V.O. will reduce the broad spectrum of life’s activities into an understandable format with five easy categories: work, sleep, relaxation, exercise, and diet. These categories are quantified into units of time, or in the case of food, a serving (e.g., one unit of work=one hour). The program converts these units into points and tallies the E.V.O.’s health by how many points it has accumulated. By balancing these areas of life in an enjoyable game atmosphere, the daily information of how the user is doing in his own life becomes comprehensible, easier to track, and less monotonous. And in the case of needing to present information about the student’s life to others, such as in the case of a counselor, the information is quantifiable and easy to follow for longer periods of time.

This information will mainly be organized into the evolutionary progress of the character E.V.O. The user will get a sense of his own progress by how happy, healthy,
and strong his electronic character is. In addition to this rather vague but easily comprehensible information source, the user will also be able to download, view, and print his schedule from any day recorded in the program. The schedule organizes the user’s information into the five categories of diet, exercise, work, sleep, and relaxation, and presents it back to him in the two forms of the E.V.O. and the searchable/viewable calendar of scheduled and completed events.

To access the information (or input it), there will be two sources: the program’s menu and the website. The menu will give the user the five categories to choose from, the numbers of units to assign, and when to assign them. At the website, the user will be able to chat with other users, download updates, learn about new diets and exercise routines, research life management skills, and potentially allow different users’ E.V.O.s to interact.

Depending on E.V.O.’s success, the product can expand in a number of directions: a boy and girl E.V.O. can be introduced, different E.V.O. characters may be developed, and at a certain point, a user may be able to sign onto the website, take a personality test, and download an E.V.O. already tailored to the user’s own personality. If E.V.O. did well enough to warrant building hardware specifically for the program, a certain technology exists that would allow E.V.O.s to interact simply by their users passing each other on the street. With this technology, E.V.O. could become a real-time dating service by allowing users to input what characteristics they are looking for in another person, and when the E.V.O. matches those characteristics in a passing E.V.O., both will begin to vibrate. Not only could E.V.O. help people live their lives in a more organized manner, but it could even become a way of living one’s life.
Service Description

E.V.O. will offer two services: website services and technical support.

The E.V.O. website will be a place where browsing customers can research features of our product, chat with users, and purchase and download the software program. Those people who are already users of E.V.O. will be able to upload their E.V.O. to the website, have their E.V.O. analyzed for progress, and download new updates. There will also be chat rooms for users to compare notes and strategies. There will even be an arena for the E.V.O.’s themselves to ‘meet’ and ‘interact,’ which will give each E.V.O. points for social interaction and relaxation. This website could become a tool for schools to track the progress of students, and it could become a social medium for the students themselves.

E.V.O.’s parent company will offer technical support through the website in the form of email and chat, as well as a phone line for technical problems that will operate during normal office hours and on the weekends. If this service becomes increasingly popular, it will be contracted out to a technical support company.

Value to the Millenial Customer

E.V.O. is targeted toward the new generation of students: the Millennials, the group of young people born between 1982 and 1991. The Millennials are serious about learning, but need their lessons couched in the appropriate mode: games using new technology. Handheld software is a rapidly expanding technology gaining popularity in the educational setting among educators and students alike.
The information that E.V.O. organizes, stores, and relays to the user may be known information, but is presented in a new format. The user may already know his schedule, but E.V.O. will tell him how healthy his schedule is. The user may already sense he is depressed, but, under certain circumstances, E.V.O. could quantify this depression and present it in a useful form. The user may already realize he should drink eight glasses of water a day, but E.V.O. will provide a guideline for getting it done.

The information of everyday living is overwhelming, hard to keep track of, easy to shirk, and often monotonous. It isn’t easy to figure out how one is doing in life, but it is sometimes easier to watch out for others. E.V.O. can provide the ‘third person perspective’ that may make looking out for oneself easier. It may also aid counselors in helping students discuss their problems by referring to the E.V.O.’s health instead of the student’s.

By combining the E.V.O. information system with scheduling software, the internet, counseling services, dietary and exercise programs, and mobile technology, E.V.O. can be incredibly effective in integrating and organizing various aspects of the Millennial’s evolving life. Mobile technology and the internet will allow E.V.O.s from different users to interact, possibly even ‘date.’ The information from counseling services could influence E.V.O. heavily, possibly even turning it into a counseling tool. The gaming aspect of E.V.O. might make the information available in different health systems more palatable for users.

In the end, the purpose of E.V.O. is to make life easier and more enjoyable for the next generation. That is what life is all about.
**Point System**

**Base**

The E.V.O. begins with 100 points. Points are added or deducted for certain activities, or lack of activities, in the five main categories of the game: sleep, diet, exercise, relaxation, and work. Some points are retained only for a certain period of time. Others can be maintained and built upon over extended lengths of time.

As the E.V.O. gains points, it evolves to a higher life form, gaining strength, intelligence, and happiness. If the E.V.O. loses points, it devolves, losing strength, intelligence, and happiness.

In the case of a user inputting false information, there is a function called, “Sync E.V.O.” In this function, the user is presented with a list of the five main categories and a question for each category, “Are you doing better or worse than your E.V.O. in this category?” The user can only press ‘Better’ or ‘Worse’ for each category, and can only press it once. Then the question disappears. The E.V.O. will respond by either gaining or dropping five (5) points in the respective category, and the E.V.O. is considered ‘synced.’ [This is a simple solution to absolving the user of any guilty feelings and restoring the connection between the E.V.O. and the user.]

**Sleep**

The E.V.O. needs to sleep. The E.V.O. also prefers a certain amount of sleep at certain hours and following a certain routine. Points for this can accumulate.

Points deducted or added for sleep (or lack thereof) only affect the E.V.O. for the hours after waking up through to the next point when the E.V.O. wakes up.
The point system is as follows:

No sleep = -4
0-1.99 hours = -3
2-3.99 hours = -2
4-5.99 hours = -1
6-6.99 hours = 0
7-8.99 hours = +1
9-9.99 hours = 0
10+ = -1

Sleeping between 8pm and 8am = +1
Sleeping between 8am and 8pm = -1
Sleeping at the same time nightly = +1/month maintained until pattern is broken

(60 points maximum)

**Diet**

Food points are tallied at midnight and are applied to the following 24 hours.

Food is quantified into servings and classified by protein, vegetables, fruit, pasta, and water.

The point system is as follows:

*Water (more than 4/hour will not be counted)*

8+ = +4
5-7 = +2
1-4 = 0
Meals

3 servings of protein = +1
3 servings of fruit = +1
3 servings of vegetables = +1
6 servings of pasta = +1
5 meals of 3 servings/meal = +2
3 meals of 5 servings/meal = +1
Less than 3 meals = -1
0-5 servings/day = -4
6-9 servings/day = -2
10-12 servings/day = 0
13-17 servings/day = +2
18-20 servings/day = 0
21-25 servings/day = -2
26+ servings/day = -4

Exercise

The E.V.O. needs to exercise, although while the benefits are great, the E.V.O. does not suffer greatly when it does not exercise; exercise is not quite as necessary as the other categories.
The points for activity or inactivity are tallied at midnight and applied to the following 24 hours. If exercise is conducted regularly, the benefits can accumulate.

Exercise is quantified into units of ten minutes each.

The point system is as follows:

No exercise = -1
1 unit = 0
2 units = +1
3 units = +2
4 units = +3
5 units = +4
6 units = +5
7 units = +6
8 units = +7
9 units = +8
10 units = +9
11 units = +10
12 units = +11

Exercising daily = +1/day until the cycle is broken

Work

Unfortunately, work is a part of life. The E.V.O. must be programmed to work.
If the E.V.O. goes too long without working, it will feel unproductive and become depressed. The more work it gets done, the more productive it will feel and become energized.

One unit of work is one hour. Work points do not accumulate. In fact, if the E.V.O. works more than one month without a day off, it will begin to lose points.

The point system is as follows:

No work = -1
1 unit = +1
2 units = +2
3 units = +3
4 units = +4
5 units = +5
6 units = +6
7 units = +7
8 units = +8
9+ units = +9

More than 30 days without one day off = -1/day until a day is taken off

**Relaxation**

Just as the E.V.O. needs to work, so does it need to rest. Not only should it relax daily, but it should also relax on a weekly basis. Vacations are encouraged, but the amount is relative to the work accomplished by the E.V.O. It can only play hard if it has worked hard.
While unscheduled time does not count as relaxation, entire days without work are. The E.V.O. must be scheduled to relax, but if it is not scheduled for anything, it will compute the day as a vacation day. Vacation days differ from relaxation units.

One unit of relaxation is one hour. Relaxation points do not accumulate. In fact, if the E.V.O. relaxes for more than one month without working, it will begin to lose points. For every three hours of work, one hour of relaxation should be scheduled. For every six days of work (any amount of work), one vacation day should be scheduled.

The point system is as follows:

If 0 work units have passed since relaxation, then 0 points for relaxation.

If three work units or more have passed without relaxation, then one point for every unit of relaxation.

If 0 work days have passed since the last vacation day, then 0 points for vacation.

If six work days or more have passed since the last vacation day, then one point for a vacation day.

More than 30 days off one day of work = minus one point per day until the E.V.O. works

**Evolutionary Stages**

The Evolutionary Stages are the levels of health achieved by the E.V.O. They are determined by the amount of points the E.V.O. has accumulated, and are characterized by certain animations.

Point levels for each stage:

**Birth** – 100-149
Explorer – 150-209
Adventurer – 210-279
Senser – 280-359
Feeler – 360-449
Doer – 450-549
Thinker – 550-649
Master – 650+

Specifications for Animation

Basic

All animations are black and white, and silent. The E.V.O. does not speak, not even in bubbles on the screen. The program should be as small as possible for downloading purposes.

Evolutionary Stages

With the natural exception of the birth stage, all changes between evolutionary stages (including devolving) are preceded by 24 hours of the:

Frantic stage – The E.V.O.’s eyes increase by 50%, its movements speed up by 50%, and it quivers when staring at the user. Beneath the E.V.O., either ‘Evolving…’ or ‘Devolving…’ is flashing in text letters, and is accompanied by a countdown clock.

In this manner, the user will not miss the unique evolutionary development that will occur (hopefully) only once. The rest of the time the E.V.O. is in a stage of development,
the characteristic movements repeat themselves on ten second loops, with Intermediate Reactions interspersed every sixty seconds, and interruptible by Immediate Reactions at any time.

Therefore, the specifications for timing of, and interactions between, animations can be summarized as follows:

- **Evolutionary Stage Characteristics**: Ten seconds of characteristic action on a continuous loop -- interruptible by Immediate Reactions. When interrupted, Evolutionary Stage Characteristics will reset at the beginning of the ten second loop. At the end of every sixth loop, an Intermediate Reaction will play.

- **Intermediate Reaction**: Two seconds of action that represents the E.V.O.’s progress or regress -- also interruptible by Immediate Reactions. When interrupted, Intermediate Reactions will not play again until there have been six uninterrupted Evolutionary Stage Characteristic loops.

- **Immediate Reactions**: Four seconds of action that describe an event assigned to the E.V.O. by the user -- non-interruptible, but stackable by the user. If the user assigns eight sessions of drinking water to the E.V.O. within one second, it will still require another 31 seconds for the E.V.O. to finish reacting.

**Evolutionary Stage Characteristics**

The E.V.O. is physically exhibiting changes that most users will be able to relate to. Although the stages have names here, those names will not appear on the screen, although the user can find them described on the website.
**Birth** – A bubble forms on the screen, grows eyes, and blinks at user. The bubble rolls around the screen, blinks, and bounces.

**Explorer** – The bubble grows arms and legs, and begins to crawl around the screen.

**Adventurer** – The E.V.O. begins to stand up and stumble about the screen.

**Senser** – The E.V.O. starts to wave, hug itself, and march.

**Feeler** – The E.V.O. starts to flex its muscles and preen in a mirror.

**Doer** – The E.V.O. pulls out a spyglass and looks into the future. Then it puts it away and begins marching in that direction.

**Thinker** – The E.V.O. starts to sit in Rodin’s *The Thinker* pose, and look up at the stars thoughtfully.

**Master** – The E.V.O. sits cross-legged on the floor, hands on knees, and levitates.

**Immediate Reactions**

**Sleep**

Except in the Birth stage, the E.V.O. closes its eyes, yawns, rubs its eyes with its left hand, lays down horizontally, curls up, and goes to sleep. In the birth stage, the eyes close, the E.V.O. rolls around in a circle for three seconds, tilts over sideways, and goes to sleep.

**Diet**

Except in the Birth stage, the E.V.O. sits down, pulls a bib from behind itself, ties it around its neck, pulls knife and fork out from behind itself, and begins eating from a
plate in its lap. In the birth stage, the E.V.O. will bounce up and down rapidly for two seconds, turn away from the user, tilt back and forth rapidly for two seconds.

**Exercise**

Except in the Birth stage, the E.V.O. does jumping jacks, pushups, and sit-ups. In the Birth Stage, the E.V.O. bounces slowly in a circle, purposefully, as though concentrating on its hopping.

**Work**

Except in the Birth stage, the E.V.O. pulls out a sledgehammer from behind itself, and begins working on a railroad that materializes at its feet. In the Birth stage, the E.V.O. bounces repeatedly against the right side of the screen in a monotonous manner.

**Relaxation**

Except in the Birth stage, a hammock materializes and the E.V.O. sits in it and swings. In the Birth stage, the E.V.O. rolls left and right, leisurely.

**Intermediate Reactions**

**Evolving**

The E.V.O. exhibits a low-grade form of the frantic stage: eyes increase by 25%, its movements speed up by 25%, and it quivers when staring at the user.

**Devolving**

The E.V.O. exhibits the opposite symptoms of the frantic stage: eyes close halfway,
movements slow by 25%, and it slumps.
The Company

Company Mission & Philosophy

It is the mission of E.V.O.’s parent company to improve the lives of its customers by helping them learn how to improve their own lives. E.V.O. is a product designed to serve the life management needs of a new generation. As a parent wanting a child to succeed, E.V.O. is an effort to pass the life management skills of one generation on to the next.

Generation X was the first generation born into the computer age, with its deluge of information and opportunities. E.V.O. utilizes modern technology unavailable to previous generations to provide the Millennials with an exceptional mechanism for coping with this hectic new world.

Long-Term and Medium Term Vision

Through its software, E.V.O. has the potential to become a major player in the corporate arena. E.V.O. will be the springboard for launching the partners’ other inventions and ideas. The long term vision of E.V.O. can be stated as:

E.V.O. will become a worldwide corporation with educational, publishing, and gaming divisions that promote good living and creative thinking.
This long term vision will be achieved over decades through the medium term vision:

**E.V.O. will become a nationwide corporation renowned for**

**innovative handheld software that has improved an entire**

**generation’s way of life.**

The medium term vision should take between five and ten years to realize. Realization of this vision will require the successful implementation of E.V.O. at a number of universities, after which, other universities should quickly follow suit. Once E.V.O. has done well on desktop, enough capital could be accrued to begin placing it on PDA’s. After that, the company could begin to develop hardware. When E.V.O. is producing watches, handheld devices, and other types of hardware, the company can implement various technologies based off of EVO, such as dating programs, which will allow EVO to serve users in more areas of their lives.

**Company Objectives**

A timeline has been established to incorporate as a serial limited liability company within one year.

**Startup Summary**

The first year of research and development will be the most expensive with the least gain. Thereafter, costs will primarily come from sales and technical support and profits will be higher. In order to implement E.V.O. as quickly as possible, here is a projection of startup costs for one year, with the company operating at cost:
## Startup Requirements Plan

<table>
<thead>
<tr>
<th>Startup Expenses</th>
<th>Startup Assets Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal</td>
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<tr>
<td>Licenses/Patents</td>
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<tr>
<td>Moving Costs</td>
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<tr>
<td>Total Startup Expense</td>
<td>$XXXXX</td>
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| Cash Requirements               | $XXXXX                |
| Other Short-Term Assets         | $XXXXX                |
| Total Short-Term Assets         | $XXXXX                |
| Long-Term Assets                | $XXXXX                |
| Total Assets                    | $XXXXX                |
| **Total Startup Requirements**: $XXXXX

## Startup Funding Plan

<table>
<thead>
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<th>Investments</th>
<th>Short-Term Liabilities</th>
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</thead>
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<tr>
<td>Investor 2</td>
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</tr>
<tr>
<td>Other</td>
<td>$XXXXX</td>
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<tr>
<td>Total Investment</td>
<td>$XXXXX</td>
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| Unpaid Expenses                | $XXXXX                |
| Short-Term Loans               | $XXXXX                |
| Interest-Free Loans            | $XXXXX                |
| Subtotal Short-Term            | $XXXXX                |
| Long-Term Liabilities          | $XXXXX                |
| Total Liabilities              | $XXXXX                |
| **Loss at Startup**: $XXXXX

| Total Capital: $XXXXX

| Total Capital and Liabilities: $XXXXX
The Market

Industry Analysis

Handheld software is the future of computing software. The large competitors in the computer industry are all rushing to make their products smaller and faster. The industry has a vision of one day putting a computer in a pair of sunglasses.

Therefore, the door is literally wide open for handheld software developers. Whereas most markets make it difficult for the individual to stake a claim, the main players in this field are begging for new talent. Software providers are giving away free development packages. Websites make it a snap for developers to market and sell their software. Hardware providers have entire networks designed for developers to meet with other developers, exchange templates and tricks, and download new, free development software. Everyone knows this technology is going to explode, and the larger companies want as much talent in the arena as possible before that happens.

At this point, the majority of handheld software is designed by independent developers, who are legion. According to Handango.com, the largest handheld software provider online, there are over 8,000 independent software developers and 35,000 applications. These software programs are either programmed for Windows CE for Pocket PCs or for Palm OS for the Palm PDAs. The two operating system software giants are Microsoft and PalmSource. These are not competitors exactly, because they both have free programs designed to encourage independent developers, and developers
can only code in compliance on these two operating systems. However, these two giants do develop their own software which clutters the consumer’s field of vision.

The hardware for handhelds is developed by a number of companies: Nokia, Motorola, Sprint, T-Mobile, O2, Orange SA, Cingular Wireless, Palm, Sony, HP, Kyocera Wireless, Handspring, Sharp Electronics, Casio Computer, and others. These companies are divided into the two camps along two operating system lines, with Palm on the forefront of one camp and Hewlett Packard on the forefront of the opposition.

E.V.O. will begin using Windows CE as its operating system, since it hopes to operate on Microsoft Outlook and Pocket PCs are probably the future of handheld hardware. At a certain point, however, E.V.O. will be coded for compliance with Palm OS as well.

**Target Market**

E.V.O. targets higher education and the students that attend these schools. The software is designed to match the tastes, needs, and learning patterns of the Millennial generation, as well as the problems that all humans face in dealing with life.

The Millennial generation spans those born between 1982 and 1991, who usually share the following characteristics: “gravitate toward group activities, identify with their parents’ values and feel close to their parents, spend more time doing homework and housework and less time watching TV, believe it’s ‘cool to be smart,’ [and] are fascinated by new technologies… Their learning preferences tend toward teamwork, experiential activities, structure, and the use of technology. Their strengths include multi-tasking, goal orientation, positive attitudes, and a collaborative style” (Oblinger, 2003).
Figures bear out these findings. Seventy-three percent of all U.S. teens go online each month, with 74% of these using instant messaging (Pew, 2003). Eighty-one percent regularly use e-mail (Pew, 2003). Twenty-eight percent of all Millennials under age 12 own their own cell phone (Pew, 2003).

Apparently, Millennials are characterized by "their fanatical use of instant-messenger applications" (CNET, 2003) As a typical example, a Millennial teen, Alan Luu, spends 40 hours per week online, chatting with over 200 people on an instant-messenger buddy list. Alan is thought to be more the rule than the exception of the Millennial generation (CNET, 2003).

Millennials apparently enjoy technology and competition, especially in that combination. Tim Mask, a Millennial marketer, wrote about Millennials, “[T]hey are competitors. They thrive on the work required to reach the high goals they have set for themselves. Millennials are attracted to a clean, ethical environment, and to the notion of rising to the top through hard work and determination” (Mask, 2003).

On purchasing power, Millennial "tweens" (the half-decade right up to teendom) will reportedly influence $190 billion in purchases annually (Mask, 2003). Millennial teens will spend $100 billion of their own money, and influence an additional $50 billion (Mask, 2003). While it is difficult to say what sort of presence Millennials have in the handheld market, Handango.com reports having five million mobile users per month (Handango, 2003). In addition, educational institutions are increasingly becoming aware of the Millennial’s needs and technology’s influence. Joel Foreman in his article, “NEXT-Generation: Educational Technology versus the Lecture,” talks about the ever increasing pressure on education to keep pace with the new generation’s gaming
technology. The United States military has funded a $6.3 million project to train their personnel in realistic combat simulations. In addition, the Alfred P. Sloan Foundation helped fund ‘Virtual U,’ an educational game used in more than thirty colleges and universities (Foreman, 2003). Considering the trend of education toward using these sorts of technology and the Millennial generation’s comfort with new technology, it seems fair to assume that a large percentage of that five million mobile users per month may be, or at least could become, Millennials.

**Competitive Situation**

As was mentioned before, the door is literally wide open to this market. Competitors positively encourage competition. The more popular a new application, the more handhelds come into use, the larger the market becomes, allowing for more applications. It is a self-energizing cycle.

However, there are other software developers and companies providing applications for the consumer. E.V.O. is a completely new design, with no direct competition. No other program mimics the user’s life in order to provide feedback on a daily basis. There is no life management program for students. It is a new concept.

Nevertheless, scheduling software abounds among all PDAs and increasingly cell phones. Most of the big companies in the handheld arena offer such services, and are probably potential developers of an E.V.O. imitation. Provided below is a list of E.V.O.’s top ten projected competitors. In depth analysis of each company is provided below.
Primary Competitors

Microsoft Corporation

1 Microsoft Way, Edmond, WA 98052-6399  www.microsoft.com

Summary

Microsoft is the number one software company in the world, mainly because of its Windows operating systems and Office software suite (Schafer, 2003). The company also operates in markets such as video game consoles, interactive television, and Internet access. Microsoft is now looking to grow other services by transforming its software applications into Web-based services.

Recently, Microsoft settled an ongoing antitrust suit by agreeing to license its operating systems uniformly and allow manufacturers to include their software alongside Windows.

While desktop applications and platforms are the mainstay of its operations, Microsoft is increasingly acquiring small and midsized businesses, although the company also continues to invest about $4.5 billion in research and development.

Relevant Products

MS Office (business productivity software suite), Outlook (messaging and collaboration), Project (project scheduling and resource allocation), Word (word processing).

Financials

All amounts in millions of US Dollars except per share amounts.

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Jun 03</th>
<th>Jun 02</th>
<th>Jun 01</th>
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<tbody>
<tr>
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<td>Gross Profit</td>
<td>27,940.0</td>
<td>24,258.0</td>
<td>23,377.0</td>
</tr>
</tbody>
</table>
Hewlett-Packard Company

3000 Hanover St., Palo Alto, CA 94304  www.hp.com

Summary

HP offers a range of high-tech products, including PCs, servers, storage products, printers, software, and computer-related services (Lower, 2003). The company recently acquired Compaq Computer for approximately $19 billion.

Hewlett-Packard operations cover four major business groups: personal systems, imaging and printing systems, enterprise systems, and services. Personal systems continues to sell both HP and Compaq products. It briefly was the number one PC seller worldwide, but Dell regained the title. HP’s most profitable group is imaging and printing, providing about 35% of sales. The enterprise systems group covers servers, storage systems, and software.

The Compaq handhelds could be a strong competitor for E.V.O.’s hardware.

Relevant Products

Services, Management software (OpenView), Personal Systems, Calculators, Digital
audio devices, Handheld computers, Notebook computers, Education.

**Annual Financials**
*All amounts in millions of US Dollars except per share amounts.*

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Oct 02</th>
<th>Oct 01</th>
<th>Oct 00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>56,588.0</td>
<td>45,226.0</td>
<td>48,782.0</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>39,673.0</td>
<td>32,105.0</td>
<td>33,496.0</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>16,915.0</td>
<td>13,121.0</td>
<td>15,286.0</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>--</td>
<td>29.0%</td>
<td>31.3%</td>
</tr>
<tr>
<td>SG&amp;A Expense</td>
<td>12,534.0</td>
<td>9,929.0</td>
<td>10,029.0</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>2,119.0</td>
<td>1,369.0</td>
<td>1,368.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>2,262.0</td>
<td>1,823.0</td>
<td>3,889.0</td>
</tr>
<tr>
<td>Nonoperating Income</td>
<td>52.0</td>
<td>171.0</td>
<td>993.0</td>
</tr>
<tr>
<td>Nonoperating Expenses</td>
<td>0.0</td>
<td>0.0</td>
<td>257.0</td>
</tr>
<tr>
<td>Income Before Taxes</td>
<td>(1,052.0)</td>
<td>702.0</td>
<td>4,625.0</td>
</tr>
</tbody>
</table>

Chart taken from Hoover Online.

**Dell Inc.**

1 Dell Way, Round Rock, TX 78682-2222, [http://www.dell.com](http://www.dell.com)

**Summary**

Dell is the world's number one direct-sale computer vendor and is in close competition with Hewlett-Packard for the number one worldwide PC company (Lower, 2003). Eighty percent of Dell sales come from desktop and notebook PCs. A business based on built-to-order boxes gives Dell a lower overhead and higher profit margins. This places the company in an excellent position for price wars and weathering fluctuations in the economy.

Dell has lately placed an emphasis on server computers and storage devices for enterprises. Beyond the PC, Dell has introduced the Axim, a handheld computer, which is the greatest competition to a hardware push from E.V.O.
Dell has a straightforward approach to hardware sales – a fixed-price model. The company has been international in its PC sales. Although well known for its domestic consumer business, Dell make 85% of overall sales from overseas.

**Relevant Products**

Handheld (Axim), Notebook (Inspiron, Latitude).

**Annual Financials**

*All amounts in millions of US Dollars except per share amounts.*

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Jan 03</th>
<th>Jan 02</th>
<th>Jan 01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>35,404.0</td>
<td>31,168.0</td>
<td>31,888.0</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>28,844.0</td>
<td>25,422.0</td>
<td>25,205.0</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>6,560.0</td>
<td>5,746.0</td>
<td>6,683.0</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>18.5%</td>
<td>18.4%</td>
<td>21.0%</td>
</tr>
<tr>
<td>SG&amp;A Expense</td>
<td>3,505.0</td>
<td>3,236.0</td>
<td>3,675.0</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>211.0</td>
<td>239.0</td>
<td>240.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>2,844.0</td>
<td>2,271.0</td>
<td>2,768.0</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>8.0%</td>
<td>7.3%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Nonoperating Income</td>
<td>200.0</td>
<td>(58.0)</td>
<td>531.0</td>
</tr>
<tr>
<td>Nonoperating Expenses</td>
<td>17.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Income Before Taxes</td>
<td>3,027.0</td>
<td>1,731.0</td>
<td>3,194.0</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>905.0</td>
<td>485.0</td>
<td>958.0</td>
</tr>
<tr>
<td>Net Income After Taxes</td>
<td>2,122.0</td>
<td>1,246.0</td>
<td>2,236.0</td>
</tr>
</tbody>
</table>

Chart taken from Hoover Online.

**Sony Corporation**

7-35, Kitashinagawa, 6-chome, Shinagawa-ku, Tokyo, 141-0001, Japan  [www.sony.net](http://www.sony.net)

**Summary**

Sony, the world's number one consumer electronics firm, makes a multitude of products: PCs, digital cameras, Walkman stereos, and semiconductors (Najjar, 2003).
The company's TVs, stereos, and other consumer electronics constitute more than 60% of sales. Sony’s entertainment assets include recorded music and video (Epic and Columbia), motion pictures, DVDs, and TV programming (Columbia TriStar).

In addition Sony sells mobile phones in a joint venture with Ericsson.

In May 2003 Sony unveiled its new PSP handheld device. Described as a 21st century Walkman, PSP boasts computing power equal to Sony's top-selling PlayStation console and picture quality similar to DVD video; the device is set to launch by the end of 2004.

**Relevant Products**

PDAs, Components, Audio/video/data recording media, Data recording systems, Games, Interactive programming, Online content, Mobile phone.

**Financials**

*All amounts in millions of US Dollars except per share amounts.*

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Mar 03</th>
<th>Mar 02</th>
<th>Mar 01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>63,264.0</td>
<td>57,117.0</td>
<td>58,518.0</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>40,672.0</td>
<td>34,993.0</td>
<td>38,901.0</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>22,592.0</td>
<td>22,124.0</td>
<td>19,617.0</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>35.7%</td>
<td>38.7%</td>
<td>33.5%</td>
</tr>
<tr>
<td>SG&amp;A Expense</td>
<td>15,402.0</td>
<td>16,612.0</td>
<td>13,071.0</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>5,621.0</td>
<td>4,498.0</td>
<td>4,743.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>1,569.0</td>
<td>1,014.0</td>
<td>1,803.0</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>2.5%</td>
<td>1.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Nonoperating Income</td>
<td>379.0</td>
<td>(301.0)</td>
<td>79.0</td>
</tr>
<tr>
<td>Nonoperating Expenses</td>
<td>231.0</td>
<td>275.0</td>
<td>344.0</td>
</tr>
<tr>
<td>Income Before Taxes</td>
<td>1,717.0</td>
<td>438.0</td>
<td>1,771.0</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>684.0</td>
<td>491.0</td>
<td>924.0</td>
</tr>
<tr>
<td>Net Income After Taxes</td>
<td>1,033.0</td>
<td>(53.0)</td>
<td>847.0</td>
</tr>
</tbody>
</table>

Chart taken from Hoover Online.
SavaJe Technologies, Inc.

100 Apollo Dr., Chelmsford, MA 01824-3696  www.savaje.com

Summary

SavaJe Technologies provides an operating system for wireless devices that is a Java-based alternative to OSes from Microsoft, PalmSource, and Symbian (Dorsch, 2003). As E.V.O. hopes to employ a Java-based application, SavaJe could come into competition with the company.

Financial

<table>
<thead>
<tr>
<th>Company Type</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year-End</td>
<td>December</td>
</tr>
</tbody>
</table>

| Chairman and CEO   | Bob Gilkes |
| President and COO  | George Grey |
| CFO                | Jeffrey H. (Jeff) Strasberg |
| VP, Worldwide Sales| Neil Searls |
| CTO                | Larry Rau |

Chart taken from Hoover Online.

Symbian Ltd.

2-6 Boundary Row, Southwark, London, SE1 8HP, United Kingdom  www.symbian.com

Summary

Symbian is a joint venture among mobile-phone giant Nokia (a 32% equity stake); palmtop computer maker Psion (which owns 31%); Sony Ericsson (19%); electronics powerhouse Panasonic Mobile Communications (8%); and Samsung Electronics and Siemens (each with a 5% stake). It develops and licenses a software operating system (OS), EPOC, for mobile phones and handheld devices (Dorsch, 2003).
Manufacturers use its EPOC software to allow their devices to communicate with each other. Symbian's software is used in about half the converged phone and data devices sold, overshadowing the market for mobile device operating systems over Microsoft’s Windows CE.

Licensees
Ericsson, Fujitsu, Kenwood, Matsushita Communication Industrial (Panasonic brand), Motorola, Nokia, Psion, Samsung, Sanyo, Sendo, Siemens, Sony, Sony Ericsson

Nokia Corporation
Keilalahdentie 4, FIN-00045 Espoo, Finland www.nokia.com

Summary
The company is the number one maker of cell phones in the world (Cella, 2003). Nokia also aims for the top of the mobile Internet market. Nokia has two divisions: mobile phones (wireless voice and data devices for personal, business, and entertainment uses) and networks (wireless switching and transmission equipment used by carriers). Nokia Ventures, another division, invests in technology-related startups.

Nokia is attempting to become the leader 3G wireless network equipment. Nokia is partnering with other phone makers and wireless service providers to create a common global standard for 3G phone software.

Relevant Products
Mobile Phones, Analog mobile cellular phones, Digital mobile cellular phones, Handheld telephone/personal organizers.
Financials

All amounts in millions of US Dollars except per share amounts.

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Dec 02</th>
<th>Dec 01</th>
<th>Dec 00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>31,526.0</td>
<td>27,801.0</td>
<td>28,608.0</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>18,521.0</td>
<td>17,092.0</td>
<td>17,235.0</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>13,005.0</td>
<td>10,709.0</td>
<td>11,373.0</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>41.3%</td>
<td>38.5%</td>
<td>39.8%</td>
</tr>
<tr>
<td>SG&amp;A Expense</td>
<td>6,608.0</td>
<td>5,730.0</td>
<td>5,075.0</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>1,377.0</td>
<td>1,275.0</td>
<td>859.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>5,020.0</td>
<td>3,704.0</td>
<td>5,439.0</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>15.9%</td>
<td>13.3%</td>
<td>19.0%</td>
</tr>
<tr>
<td>Nonoperating Income</td>
<td>189.0</td>
<td>29.0</td>
<td>81.0</td>
</tr>
<tr>
<td>Nonoperating Expenses</td>
<td>45.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Income Before Taxes</td>
<td>5,164.0</td>
<td>3,097.0</td>
<td>5,520.0</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>1,559.0</td>
<td>1,062.0</td>
<td>1,680.0</td>
</tr>
<tr>
<td>Net Income After Taxes</td>
<td>3,605.0</td>
<td>2,035.0</td>
<td>3,840.0</td>
</tr>
</tbody>
</table>

Chart taken from Hoover Online.

palmOne, Inc.

400 N. McCarthy Blvd., Milpitas, CA 95035  www.palmone.com

Summary

The company has a major share of the market for handheld organizers (Lower, 2003). Its product line ranges from affordable, entry-level devices to pricier models that include features such as color displays. The palmOne line tops out with wireless devices that can access e-mail and Internet content through the company's Palm.Net service. With a move that differentiated its dual revenue streams, palmOne decided to split into two units. Its hardware business is now the Solutions Group, while its operating system licensing business operates as PalmSource.

palmOne still leads the handheld market, but it faces competition from all sides.
Pressured by this, palmOne increasingly focuses on the licensing of its OS. palmOne's growth strategy includes software development, particularly wireless applications, and expansion into international markets. The company has two new products: Tungsten for enterprise applications at the high end, and the low-priced Zire for the consumer market.

**Relevant Products**

palmOne handhelds (m105, m125, m130, m500, m515, i705, Tungsten, Zire), Palm operating system (licensed to third-party developers), Software and accessories (cradle, cabling, adapters).

**Financials**

*All amounts in millions of US Dollars except per share amounts.*

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>May 03</th>
<th>May 02</th>
<th>May 01</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>871.9</td>
<td>1,030.8</td>
<td>1,559.3</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>559.8</td>
<td>610.0</td>
<td>1,305.0</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>312.1</td>
<td>420.8</td>
<td>254.3</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>SG&amp;A Expense</td>
<td>450.5</td>
<td>433.7</td>
<td>585.2</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>37.6</td>
<td>47.9</td>
<td>61.1</td>
</tr>
<tr>
<td>Operating Income</td>
<td>(176.0)</td>
<td>(60.8)</td>
<td>(392.0)</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Nonoperating Income</td>
<td>0.0</td>
<td>0.9</td>
<td>47.3</td>
</tr>
<tr>
<td>Nonoperating Expenses</td>
<td>2.1</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Income Before Taxes</td>
<td>(217.6)</td>
<td>(108.0)</td>
<td>(524.2)</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>225.0</td>
<td>(25.7)</td>
<td>(167.7)</td>
</tr>
<tr>
<td>Net Income After Taxes</td>
<td>(442.6)</td>
<td>(82.3)</td>
<td>(356.5)</td>
</tr>
</tbody>
</table>

Chart taken from Hoover Online.

**PalmSource, Inc.**

1240 Crossman Ave., Sunnyvale, CA 94089-1116  [www.palmsource.com](http://www.palmsource.com)
**Summary**

PalmSource develops Palm OS, the leading operating system for handheld computers (Dorsch, 2003). Its organizing applications are direct competition for E.V.O.

**Financials**

<table>
<thead>
<tr>
<th></th>
<th>Subsidiary of Palm (NASDAQ: PSRC Proposed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year-End</td>
<td>May</td>
</tr>
<tr>
<td>2003 Sales (mil.)</td>
<td>$73.4</td>
</tr>
<tr>
<td>1-Year Sales Growth</td>
<td>5.0%</td>
</tr>
<tr>
<td>2003 Employees</td>
<td>308</td>
</tr>
</tbody>
</table>

Chart taken from Hoover Online.

**Psion PLC**

12 Park Crescent, London, W1B 1PH, United Kingdom  [www.psion.com](http://www.psion.com)

**Summary**

Psion makes handheld computers and develops software for mobile phones (Lower, 2003). The Psion Teklogix division focuses on the industrial, commercial, and professional markets. A joint venture with Ericsson, Matsushita, Motorola, Nokia, Siemens, and Sony Ericsson, Symbian boosts the number of handheld devices using Psion's EPOC operating system although EPOC still holds third place after Palm OS and Microsoft's handheld OS.

Psion has merged its assets with its Enterprise Computing unit to form Psion Teklogix – handheld terminals for the industrial market. The company's other primary division, Psion Digital, contained its former Connect (PC modem cards), Mobile Computing (palmtop computers), and InfoMedia (digital radio receivers) units.
Psion Digital is pulling out of consumer handheld sales and focusing on its intellectual property. Psion's palmtops were losing ground against Palm and Microsoft-powered devices.

**Relevant Products**

Handheld computers and scanners, Smartphone software.

### Financials

*All amounts in millions of US Dollars except per share amounts.*

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Dec 02</th>
<th>Dec 01</th>
<th>Dec 00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>221.2</td>
<td>262.8</td>
<td>327.6</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>115.6</td>
<td>165.2</td>
<td>223.3</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>105.7</td>
<td>97.6</td>
<td>104.3</td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>SG&amp;A Expense</td>
<td>98.5</td>
<td>261.2</td>
<td>109.3</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>25.7</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Operating Income</td>
<td>(18.5)</td>
<td>(163.6)</td>
<td>(4.6)</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Nonoperating Income</td>
<td>0.9</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Nonoperating Expenses</td>
<td>30.9</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Income Before Taxes</td>
<td>(48.5)</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>(1.6)</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Net Income After Taxes</td>
<td>(46.9)</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

Chart taken from Hoover Online.

**Barriers to Entry**

Although the door is wide open to the handheld software market, the more handheld software applications are made available, the more products a customer must sift through in order to find E.V.O. At this point, there are somewhere in the neighborhood of 35,000 applications available for all operating systems. Websites
provide easily searchable databases of programs and Microsoft sends out a catalog of applications for Pocket PCs, but all the other products provide so much static on the user’s radar screen. E.V.O. must find a way through marketing to overcome the multitudes and present a homing beacon of attractiveness to the consumer.

**Future Competition**

E.V.O. is a good enough idea to warrant imitation. Considering the speed with which a new software product can be developed, E.V.O. could have direct competition within a matter of months. As frightening a concept as this may be, E.V.O. has the benefit of more time invested in its preparation for the world. Plans are already in design for permutations and extended applications. E.V.O. is not a single focus product (look at this section). E.V.O. can become a girl or a boy, a scholar or an athlete, an INFP or an ESTJ. It can replace your underdeveloped animal instincts by alerting you to the presence of a suitable mate. It can begin taking on your characteristics, balance your checkbook, sort your mail. If there is a handheld software application, it can absorb it. The reason why is, E.V.O. is a mini-you. Potentially, whatever application you want in your life, E.V.O. could implement it for you because it’s electronic and you’re not. Therefore, E.V.O. helps illustrate the trends in your life that are difficult to track on a daily basis (mental and physical health) while organizing your electronic needs into personable avatar. The possibilities for such a program are substantial.
The Plan

Positioning Statement

Positioning is the act of designing the company’s image and offer so that the target customers understand and appreciate what the company stands for in relation to its competitors. In the case of E.V.O., there are no direct competitors to vie for the customer’s attention. Therefore, E.V.O. has designed the following positioning statement:

**E.V.O. is the world’s premier life management software for the Millennial generation.**

Product

From the beginning, E.V.O. was designed with the Millennial customer in mind. Upon first reading an article about the characteristics of the Millennial generation, the owner/manager began thinking of ways to integrate life management skills into a technology the Millennial mentality would appreciate. E.V.O. has continued to develop as a product with this customer in mind: interactive, portable, competitive. Since E.V.O. is an electronic incarnation of the user, it should share many of the user’s characteristics.

Price

Pricing policy has three classical approaches and E.V.O. uses the market-based
pricing approach to price its software. First, price can be based on production cost, including overhead and profit. Second, price can be based on what similar products cost. Third, price can be based on what the customer is willing to pay for the product. (average cost for handheld software)

E.V.O. has utilized market-based pricing to arrive at the price of $19.95.

Production cost will primarily be a one-time expense. After the initial research and development phase, E.V.O. will either be sold or run on a profit scheme based on income and cost for sales and technical support. Within two or three modest sales, the startup costs for E.V.O. will be recouped and the company will operate at a hefty profit margin.

The average software program costs $30, with a range of $5 to $50. The price of $19.95 places E.V.O. competitively in the market while still allowing a second party, like a university that might purchase the product for students in large numbers, to charge their students more for the product and make a profit themselves.

Customers seem willing to pay twice what E.V.O. is charging and would probably consider $19.95 for software a bargain. If sales seem unusually high in the beginning, the price can be raised.

E.V.O. will offer two methods of payment:

1. **Bulk** – A high school, college, or university can pay up front the total cost for one E.V.O. per student, and the company will supply the students with download access.

2. **Personal** – An individual can visit the E.V.O. website, use a credit card, and download the program themselves.
Place (Distribution)

E.V.O. fully intends to sell worldwide at some point in the future, but will begin marketing regionally. The owner/manager intends to begin marketing with those universities with which he has connections. From there, he will use Raleigh, NC as a home base from which to operate along the Eastern seaboard, targeting the larger universities first, and then moving on to smaller regional schools.

When E.V.O. creates enough capital to begin the nationwide marketing roll-out, school distributors may be utilized to canvas school systems. To begin with though, the owner/manager prefers face-to-face selling methods.

Promotion

E.V.O. intends to rely heavily upon the quality of the product and the personal selling skills of the owner/manager, with the light support of an advertising campaign online and in professional journals.

The owner/manager intends to market E.V.O. in person to Vice Chancellors of Student Affairs at the colleges and universities by showing them how E.V.O. can improve the overall quality of life for their students while making the colleges money.

By selling E.V.O. at a lower price than the institutions will charge their students, the owner/manager makes E.V.O. a win-win situation for everyone involved. With his sales experience and plenty of face time with the vice chancellors of student affairs, he is confident that E.V.O. will be a success.
For print and electronic advertising, a few well-placed ads in student affairs journals and online college websites should be a good marketing strategy. The purpose of such a campaign would be to get the name of E.V.O. in circulation rather than convincing customers to purchase the product.
Reflections

E.V.O. and the creation of its business plan has been an exercise in synthesizing my education in Information Science. All that I had hoped to gain from this program came to fruition in this paper – a set of marketable skills, a greater understanding of current technology, and an application of this knowledge towards a lucrative venture. I am excited about the future of E.V.O.

Nevertheless there is much room for improvement in my plans. I have not fully delineated how the website will operate, nor how the company will make the leap from creating software to creating hardware. The marketing plan could also use a more detailed description of sales pitches, presentations, and promotional items.

In addition, further research could be conducted on the usability of applications like E.V.O. Would students really keep up with such an application? Would it really improve the quality of their lives? How could this be measured? How effective could a website be?

I hope to take the education and skills I’ve acquired at SILS and apply them to these questions in my future endeavors with turning E.V.O. into a real Information Science solution for the Millennial generation.
Acknowledgements

If it weren’t for this paper, I might have left SILS feeling much the way I did as an undergraduate – unprepared for life. Instead I now feel as though I have an almost unfair advantage over life. So I would like to thank the University of North Carolina at Chapel Hill and the School of Library and Information Science for requiring this paper.

I would also like to thank Dr. Evelyn Daniel for having all the answers, giving the best advice, and being enthusiastically supportive of my foolish ideas. She is the best professor I have ever had.
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