X-perience the modern way to shop.

Dash X inc. Business Plan

September 2022

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I.   Executive Summary

"Brick-and-mortar retail isn't dying, it's evolving."
– Report, *National League of Cities*

At Dash X, our mission is to empower in-person retailers against online shopping

The most dynamic moment in the retail industry in decades is under way. Between the rise of e-commerce, COVID-19-related disruptions, and heavy inflation, the in-person retail industry is facing steep challenges. However, while many (incorrectly) view these challenges as signs of the end of retail, many retailers are recovering stronger than before. Deloitte, the Wall Street Journal, and Target are among the countless businesses reconciling with what they call "The Great Retail Reset:" The movement of retailers updating their systems to adapt to the new economy.

The fusion of digital and physical experiences is one way this is happening. Deloitte's 2022 Retail Industry Outlook claims that between staff-free kiosks, QR-code menus, and contactless in-store pickup, 70% of retailers plan to make moderate to major investments in technological updates.

We think one area is still in need of a major update: **customer service.**

Our Product

Dash X is a two-sided platform that allows customers to easily video call staff at in-person retail locations. The platform currently exists as a mobile app, which will soon transition to a web extension.

The mobile app is a directory of local businesses for shoppers to scroll through, with an effortless link to video call associates at each given store. The goal of the app is to spread awareness of the Dash X brand and expand the user base for the eventual release of the web extension.

The web extension, planned for release in December 2023, is the long-term focus of the company. Businesses included in the Dash X network will be given a website domain identical to their own, with "-X" added to the end. This domain redirects customers to a video call portal with store associates, where the company can offer higher-quality customer service than current voice-only calling or text messaging. For more sophisticated customers, this portal will offer additional customer support capabilities, including chat centers and data insights.
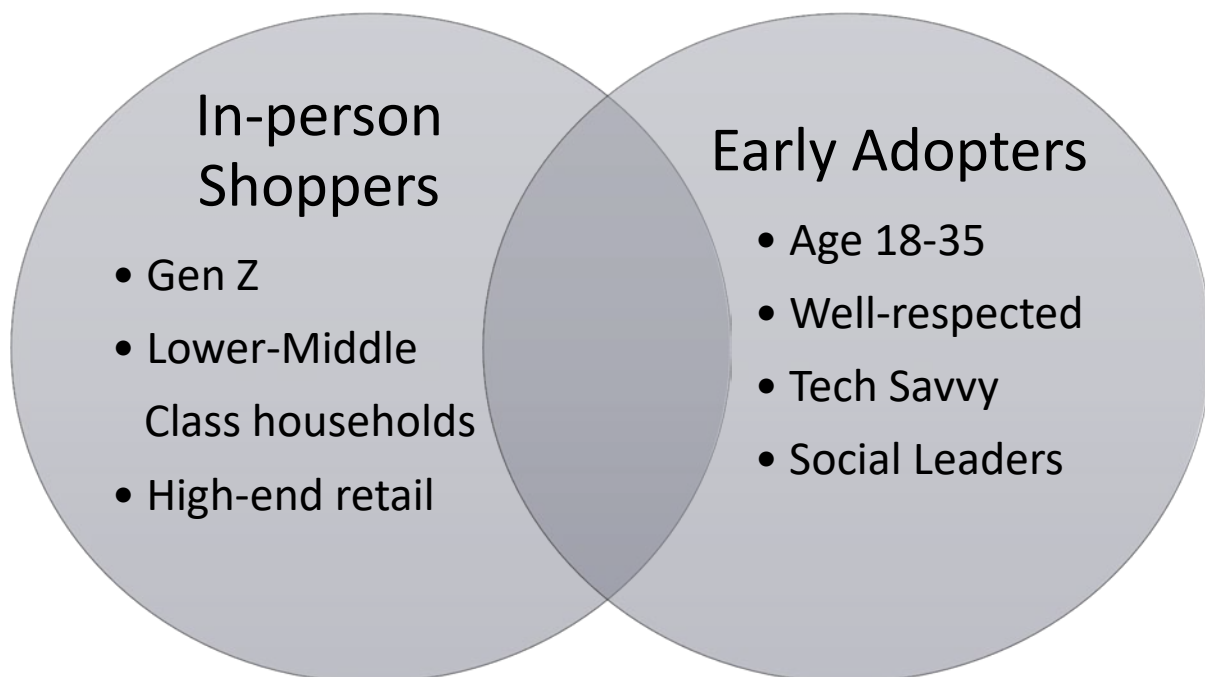
II.   Target Audience

Despite the boom in e-commerce that occurred due to COVID-19, nearly half of consumers prefer to shop in-person. This is more pronounced in some shopper demographics than others. As of April 2022, three main groups stand out:

1. Gen Z
2. Households earning <$50,000
3. Wealthy shoppers in high-end retail

For each of these groups, the time-saving convenience of online shopping is less important, whereas the practical benefits of in person shopping are more important. We call these groups "in-person shoppers."

Another important category of consumer is the "early adopter." As with any innovation, individuals will not all adopt to shopping with Dash X at the same time. Product adoption and maturity happens over time, and some demographics are likely to adopt earlier than others. As described in the study of Diffusion of Innovations, early adopters tend to be young (18-35), well-respected community members in positions of social leadership. They are typically male, with higher-than-average income. These consumers will be critical in the widespread adoption of Dash X.

Our target audience, then, is the overlap of these two groups: *Early adopters who prefer to shop in person.*

In-person Shoppers

- Gen Z
- Lower-Middle Class households
- High-end retail

Early Adopters

- Age 18-35
- Well-respected
- Tech Savvy
- Social Leaders

III.   Development Timeline

As we develop the Dash X mobile app and web extension, the services we offer will change.

Phase 1: Until December 2022

The mobile app and web extension are currently under development. Prior to rollout, the company will operate on personal loans from founder Bill Blanchard and equity financing. During this period, Dash X will focus on building an effective engineering team, fine-tuning the company brand, and onboarding vendors for the app's release. There will be no revenue during the first phase.

Phase 2: Jan 2023 – December 2023

The mobile app is planned for release in early 2023. During this period, the company will continue developing the web extension and acquiring -x web domains. We plan to grow Dash X to 100 employees and establish a permanent office space during this time.

Phase 3: Jan 2024 onward

We plan to release the web extension at the beginning of 2024. From this point forward, Dash X will focus efforts on growing awareness of -x web extensions, improving our services and seeking new sources of revenue.

IV.   Pricing and Revenue

Phase 2
The goal in this stage is to build the brand's reputation quickly. Before the introduction of the -x web extension, the business will exist solely on the mobile application platform. The listing price on the application will be $9.95/month, after a 3-month free trial. Compared to similar services (such as Microsoft Dynamics, starting at $50/month), this will provide an ultra-low-price option for businesses to give their customer service an upgrade.

Phase 3
After the web extension is released, listing on the app will be free for all businesses. Revenue will come primarily from access to the -x web service, with price discrimination based on clients' size and complexity:

Dash-x Web Extension Pricing

GROWTH $49.99 / month	PRO $119.99 / month	ENTERPRISE Variable Price
For small businesses with one location Functionality: • Single-Location Video Calling • Message Center	For larger businesses with more complex needs Functionality: • Multiple-Location Video Calling • Message Center • Data Insights	For large, established corporations demanding custom functions Functionality: • Multiple-location video calling • Message center • Advanced data insights • Pay-as-you-go pricing, based on call length and specific services

Additionally, revenue will come from search engine advertising on the app. As the brand and user base for the app grows, companies will be able to sponsor top results when shoppers search on the app. The price for these will vary, following a generalized second price auction, wherein the highest bidder pays the second-highest bid, the second highest bidder pays the third-highest bid, and so on. Revenue from search engine advertising will average $0.30 per shopper, per quarter.

V.   Organization and Management

DASH X inc. is a privately held startup corporation in the state of Washington.

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Founder Bill Blanchard is the president, CEO, secretary, and treasurer of Dash X. The Dash X brand and logo are trademarked and owned by Blanchard.