



## Growth Plan

Jennifer M. Ward

Hipster Camel Games

123 E Main Ave

Springfield CA 55555

559-555-5555

[facebook.com/hipstercamelgames](https://facebook.com/hipstercamelgames)

[jennifer@hipstercamelgames.com](mailto:jennifer@hipstercamelgames.com)

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## THE OVERVIEW

### **Elevator Pitch**

Remember the last time you had a great laugh with your friends? What about the last time you spent time having fun with your family? Need more of those good times? Hipster Camel Games is here to help you enjoy your life. We specialize in helping you find great reasons to get together for laughing more often.

Hipster Camel carries all kinds of gaming, ranging from the board games you loved to the new classics, and it's all non-electronic. We've been bringing gaming to the Valley since 2010 and our team of five has more than 130 years of gaming experience. We take a lot of pride in helping you find the perfect game for just about any situation.

We also love helping people learn new games. We've got an extensive library of ready-to-play board games in the store or you can rent one to make sure it'll be a favorite before you buy it. There's weekly learn-to-play events and tournaments for all ages. We can also host your next party, providing everything from a comfortable place to gather to a Game Guide to keep the entertainment on track.

But game play isn't just for kids, it's also perfect for your business. We're expanding our offerings to include Caravan Business Creativity: we'll help you make your team more cohesive and efficient, increasing your bottom line, all through game play. Don't settle for another boring training meeting, let our Game Guides gameify your education.

So come give us a visit. There's always a spot at our game table for you.

### **Company Profile**

Hipster Camel Games opened in 2010 and was soon established as the leader in tabletop games in the region. We practice "experiential retail" customers get to see, feel and play games, often before making a purchase. It's what sets us apart. We carry a wide range of analog games, including board games, role playing games, tactical miniature games and card games.

In addition, we have a large game room with a library of more than 100 games available for use. We host events everyday, ranging from teaching games to large tournaments for established players. Our professionally run and successful events have been recognized by large publishers.

But we're about more than just fun. As we build our community of gamers, we make sure to give back to our larger community. We regularly work with the County Library to support events. We regularly raise money for local charities, including our annual 25-hour Extra Life gaming marathons.

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## HIPSTER CAMEL GAMES

Recently, we've started hosting private parties. For some, it's a simple request for space and access to the game library. For others, we've put together a Dungeons & Dragons themed gender reveal, complete with a Baby Blue Dragon dragon statue. Then there's our customized parties: we work with you to create a perfect experience for your group and put together a tournament or adventure like none other.

Now we're excited about our next phase: Caravan Business Consulting. We're bringing our skills as professionals, trainers, gamers and presenters to Valley businesses, helping them get better by improving their teamwork and creative thinking skills.

Owner Jennifer Ward started out as a multimedia journalist, programmer and newsroom manager. In 2006, she was certified as a Diversity Trainer by the Brand X media company. She then developed a training regimen for journalists, teaching them basic online skills to robust multi media skills. She regularly led training sessions for journalists ranging from college to retirement age. In 2010, she decided to leave the newspaper industry.

Later that year, after a lot of research, she opened Hipster Camel in conjunction with her husband. He's a full-time civil engineer.

Currently Jennifer not only runs The Camel, she serves as an elected officer for the GAMA Retail Division. For the past three years, she's also led seminars for hundreds of retailers at GAMA's annual trade shows.

### **Awards and Associations**

- Owner Jennifer Ward elected officer in 2018 for the retail division of the Game Manufacturers and Publishers Association (GAMA)
  - Winner, Power Retail Award for Organized Play, GAMA 2017
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## HIPSTER CAMEL GAMES

### **Mission**

Hipster Camel Games wants to bring more gaming to the Valley. Its goal is to provide a professionally run game store and organized play but also to introduce gaming to a wider audience. In addition, the Hipster Camel team is ready to reach out to other professionals in Springfield and beyond to improve their businesses, teamwork and creative thinking skills through competitive and cooperative play and training.

### **Vision**

Our vision is two-fold:

Retail and gaming: make gaming a top-of-mind entertainment option for all ages, with a focus on families. This includes accessible retail, active organized play and private events such as birthday parties.

Business Training: Bring the benefits of gaming into the world of businesses by offering robust and professionally run seminars for small- to medium-size companies throughout the Valley. Initial training focus will be on teamwork development and creative thinking.

### **Values**

#### **Inclusive**

HCG wants all people to feel welcome into the growing world of board gaming. We emphasize an environment where all gamers feel safe and good sportsmanship is more important than winning. Clean and accessible gaming areas welcome a wide range of customers for casual play as well as tournaments.

#### **Professional**

A well-trained, professional retail staff can focus on the business of gaming: helping customers select the right product means they will return for our professional advice.

Encouraging and professional Game Guides will emphasize teamwork and creative thinking in business training.

#### **Business focused**

Although gaming is a “fun” industry, it is a business. HCG is focused on all aspects of the business: from top level management making informed inventory decisions, to associates maintaining a welcoming environment, to Game Guides using their knowledge and communication skills to help other businesses improve their teamwork to ultimately improve their bottom line.

#### **Communication**

Communication is the heart of success. HCG strives to find the best way to communicate at all levels: from the youngest gamer taking their first turn to the business leader rebuilding a team from scratch.

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### Value Proposition

#### Retail

- We have wide base of popular games, starting at age 2.
- Our staff is capable of demonstrating the current and most popular games
- Our retail environment is “experiential:” you can touch and try games before you buy them
- Customers feel like “part of the family” when shopping and participating in Organized Play

#### Organized Play

- Our library of games is extensive, with an option for all gamers
- Our Organized Play programs are inclusive. They run on time and efficiently behind the scenes, with a welcoming environment for all participants.
- We can customize Organized Play programs for private parties of all ages

#### Business Training

- Customize programs for each business’ needs in terms of number of participants and goals for the program
- Our training programs teach your business values while participants are engaged in something more than just “another boring training day”
- Our Game Guides are well-trained professionals, regularly improving their presentations and presentation skills

### Big Vision

Our big vision is to expand our core offerings of retail and organized play while developing a business training company, focused on learning while playing.

Our major goals are:

- Improve our location. Our lease is up at the end of 2018 and we’re currently engaged in negotiations in leasing a new, more trafficked location.
  - Bring in new lines for retail, including some lower-price point toys as well as a robust STEM selection of toys, games and hobby kits.
  - Increase our private party offerings, including creating some private spaces within the location and improving our marketing in this area.
  - Create, market and launch a business teamwork and creative thinking consultation business that can operate on- or off-site with a selection of trained Game Guides within the next 6 months.
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## FINANCIALS

### Historical revenues and forecast

HCG started off strong, but fell in 2016 and 2017 as a result of a combination of local market changes and industry-wide issues. In 2019 we are seeing monthly growth. With new margin-safer product lines and a location that benefits from a thriving shopping center, our business should continue this turn around and thrive once again.

Year	Revenue	Gross Margin	Growth (%)	Net	Notes
2020 (projected)	\$565,000	51	18.9%		
2019 (projected)	\$475,000	50	18.8%		Location change & new products. Already at 14%
2018	\$400,000	49	6.7%	\$264,232	
2017	\$375,000	46	-1.3%	\$270,909	Distribution margin changes
2016	\$380,000	52	-5.0%	\$325,021	3 new competitors
2015	\$400,000	55	11.1%	\$388,739	
2014	\$360,000	55	20.0%	\$367,888	
2013	\$300,000	49	20.0%	\$269,708	
2012	\$250,000	43	25.0%	\$196,478	
2011	\$200,000	47		\$177,428	

### Monthly Growth Chart

Month	Net Profit	Previous Year	Growth (%)	Notes
March 2019	\$20,000	\$19,000	5.3%	Without MtG product release
February 2019	\$18,700	\$16,700	12.0%	
January 2019	\$20,500	\$19,000	7.9%	Two competitors in price battle
December 2018	\$34,000	\$28,000	21.4%	Without Toys for Tots in 2019
November 2018	\$25,000	\$20,000	25.0%	
October 2018	\$21,500	\$18,000	19.4%	
September 2018	\$21,000	\$19,500	7.7%	
August 2018	\$20,000	\$19,000	5.3%	

## TRACKABLE NUMBERS

Item Tracked	Key Aspects	Where is Info	Responsible	Tracking
<b>Current Ratio</b>	Where we currently stand with emphasis on overall liquidity	Balance Sheet	Jennifer	Monthly
<b>Gross Profit Margin</b>	Quick look at retail income	Income Statement	Jennifer Retail Manager EOY: Accountant	Daily
<b>Net Profit Margin</b>	Actual profit; break into Caravan & Retail	Income Statement	Jennifer Retail Manager EOY: Accountant	Monthly
<b>Revenue Per Employee</b>	Look at success of staffing levels	Daily Sales / FTEs	Jennifer	Quarterly
<b>Open to Buy</b>	Establish spending levels appropriate to sales levels	In-house worksheet. Compares raw sales to COGs, collated by department	Jennifer Retail Manager	Weekly
<b># of Caravan Events</b>	Rough look at new business	In house tracking	Jennifer Event Coordinator	Monthly
<b>Gross Profit: Dray</b>	Compares hours paid to Game Guides vs hour spent in Dray events	Income statement and payroll	Jennifer Event Coordinator	Monthly

# GROWTH GOALS

Growth Goal	Action Steps	Deadline	Measurement of Success	Responsibility	Financial Implication
Upgrade Store Physical Offerings	Sign a new lease	Nov. 1, 2018	A 3- to 5-year lease signed. Location should be 4,000 sq ft - 6,000 sq ft with a focus on a basic increase in foot traffic. Rent and CAM/NNN should be no greater \$1.75.	Jennifer Scott (in final stages)	Will require site visits, LOI and lease negotiations, pulling Jennifer from daily duties. (60 * 30 = \$1800) Increased time for retail manager. Hours estimate: 30 hours. (30 * 15 = \$450)
Design Private Gaming Spaces	Design Private Gaming Spaces	Nov. 1, 2018	3-5 private gaming spaces capable of hosting parties no smaller than 8 players. Rooms should open into overall gaming area.	Scott (engineering) Jennifer (design)	Design hours from Scott and Jennifer. (30 * 30) = \$900 Draftsman/architect plans (\$1500)
	Equip Private Gaming Spaces	Feb. 1, 2019	Rooms have equipment needed for comfortable environment	Jennifer	Tables (5 * \$1000 = \$5k) Chairs (40 * \$100 = \$4k) Monitors (5 * 200 = \$1k)
	Tenant Improvement	Feb. 1, 2019	Reamped cash wrap. Accessible gaming spaces. Room wired for Podcasting.	Scott Jennifer	Wall construction (including electrical) (\$50k) Flooring (\$15k), Cash Wrap (\$3k), Doors (\$1k), Window and drapery (\$5k), Permitting (\$3k)
	Sign a new lease	Nov. 1, 2018	Sign a new lease	Jennifer	Sign a new lease

Sign a new lease	\$1,250
Design Private Gaming Spaces	\$2,400
Equip Private Gaming Spaces	\$10,000
Tenant Improvement (should have reimbursement through free rent, payout)	\$62,000
<b>Total</b>	<b>\$75,650</b>

Growth Goal	Action Steps	Deadline	Measurement of Success	Responsibility	Financial Implication
Increase overall business revenue by 25 percent	Bring in new sales lines	May 1, 2019	Addition of at least two of the following lines: LittleBits Melissa & Doug Aaron's Thinking Putty Playroom Entertainment	Jennifer Retail Operations Manager	Should qualify for 90-120 day purchase of most of these lines. Two have buyback of unsold merchandise policies. Initial outset toys: \$7.5k Initial onset STEM: \$7.5k
Develop youth workshops and day camps	Develop youth workshops and day camps	April 1, 2019 for summer workshops September 1, 2020 for Date Night	16 spots sold at summer "workshops" 4 spots sold weekly at "Parents Date Night"	Events Coordinator (programming) Jennifer (marketing)	Time for development of program (40 * \$15 = \$600) Online marketing of program (\$500) Flyers to special locations (\$500)
Develop used/retro gaming lines	Develop used/retro gaming lines	In progress February 1, 2020	Sales of used analog games achieving 10 percent of overall sales Decision whether to start carrying retro video games	Jennifer Retail Operations Manager	Cash for Video game purchases: \$5k Initial video game hardware purchase: \$1.5k Cash for used analog game purchases: \$1k Fixtures: \$1.5k

Bring in new sales lines \$14,000

Develop youth workshops and day camps \$1,600

Develop used/retro gaming lines \$9,000

**Total \$24,600**

Growth Goal	Action Steps	Deadline	Measurement of Success	Responsibility	Financial Implication
Develop Business games with teamwork Consulting Program	Create list of games with teamwork focus	November 1, 2019	A list of two dozen games, broken down with basic information (players, time, mechanics) as well as objectives relevant to business and discussion topics following activities	Jennifer	Time for research. (30 * \$30 = \$900) Time for design of materials for selection (20 * \$30) = \$600 Purchase of additional copies of games (20 * \$40 = \$800)
Caravan Business Creativity	Research Training for Game Guides	November 1, 2019	A time and financial budget plan to get at least one head Game Guide certified in a recognizable program	Jennifer Business Development Coordinator	Time for research into programs. (30 * \$30) = \$900 Cost for basic certification. (\$5k) Cost for travel and expenses. (\$2.5k)
Create Teamwork Training Template to train additional Game Guides	Create Teamwork Training Template to train additional Game Guides	May 1, 2020	A documented process for on boarding additional Game Guides for Business Consulting	Jennifer Business Development Coordinator Scott	Review of Business Training held. (20 * 30 = \$600) Development of documentation. (40 * 30 = \$1200) Review of documentation. (20 * 20 = \$400) Printing, binding of documentation. (\$500) First year of training. (160 * 20 = \$3200)

Create list of games with teamwork focus

Research Training Certification for Game Guides

Create Teamwork Training Template to train additional Game Guides

**Total**

\$2,300

\$8,400

\$5,500

**\$16,200**

## GOING FORWARD

### Opportunities

Finding a new, well trafficked shopping center should help offset the potential customer loss of moving our location. Locations currently in negotiation have been chosen for ease-of-access and/or neighborhood.

Adding toys should attract more casual shoppers, appropriate for a well trafficked shopping center.

Adding STEM reflects our education goal and should have a crossover with our current customer base, especially those customers who are also parents.

Private parties have a better margin, therefore should help our bottom line while not adding needed skill sets.

Creating and launching Caravan Business Creativity opens up a new realm of possible business, while relying on the owner's skillset.

### Threats

Springfield is a very competitive area in terms of niche game stores. Local competitors focus mainly on discount pricing, so some product lines are no longer fiscally viable. It's an issue we've had to adjust to over the past three years.

Caravan is a new venture, requiring new staffing and certification. While the owner has some experience in this area, this is a more robust version of that venture, with development, presentation leadership solely on her shoulders at the beginning.

Tariffs are beginning to affect product cost of goods, resulting in a higher COG. Meanwhile, companies are not increasing their advertised MSRP nor are our local competitors raising their prices.

### Key Success Factors

- Developing a smoother on boarding process for employees
  - Choosing appropriate new product lines and adjusting based on initial sales
  - Creating a welcoming environment in the new location for both the casual gamer and the professional seeking help
  - Marketing Caravan to the right audience and getting some testimonials from successful events to help drive marketing
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