

# 6<sup>th</sup> Annual Youth Entrepreneur of the Year Competition

## Business Plan

More information: [www.operationfly.org](http://www.operationfly.org)

### I. Executive Summary

Our products and services fall into two main categories: income and expenses for the purpose of financial capacity building. Income programs include: A low-cost tutoring program for students, a community magazine for advertising and dissemination of our corporate products, a community consulting program for corporations that are environmentally and community based. With this money, we are able to provide several programs to combat poverty in the inner-city: such as backpacks filled with toiletries, blankets in the winter and fall, food year round, holiday banquets, inner-city leadership conferences, a free inner-city community tutoring program, and scholarships for high school students. Our customers are the high school students taking leadership in the organization and the underprivileged citizens in the inner-city benefitting from our outreach programs as well as the supporting community and corporations.

- ✦ Operation Fly Inc. has identified three groups of people in need inside Washington DC.
  - ✦ Group 1: The Homeless
  - ✦ Group 2: The Financially-Challenged Students
  - ✦ Group 3: People/Families struggling physically or financially
- ✦ Each group will be targeted with specific action plans developed by either the Board of Directors or Department of Event Management
  - ✦ Group 1: “Packs for Backs”, “Sheets for Streets”, Food
  - ✦ Group 2: Scholarship Program, Tutoring Programs, Inner-City Leadership Conferences
  - ✦ Group 3: General Events depending on the constituency

Objectives:

As per BR-0809-7, the Board of Directors has unanimously passed the following goals for each of their

Branches:

1. \$50,000 Operating Budget a Year in each Branch (New York, DC, Chicago, Boston, Baltimore)
2. At least 18 homeless visitations a Year in each Branch for backpacks, blankets, and food
3. Increase Media and Public Relations through Corporate Sponsorships
4. Have at least 30 Dedicated Employees in each branch
5. Have at least 2 large fundraisers (Marketing Department) in each Branch
6. Obtain at least 100 readers for each Branch's magazine
7. Have at least 2 Big banquets (Event Management Department) a Year in Each Branch
8. Have at least 1 Regional Conference a Year in Each Branch
9. Pass out over 1000 blankets in each branch and 1000 backpacks

Mission:

Operation Fly Inc. is a 501(c)(3) non-profit organization that serves disadvantaged inner-city populations across the United States by coordinating myriad events for the homeless and providing programs for underprivileged students and their schools. With numerous branches, corporate sponsorships, company publications, effective communication, and a disciplined workforce, Operation Fly represents a fresh vanguard against poverty, guided by leaders of the next generation. We provide the only completely student-run programs that target the inner-city and train student leaders simultaneously.

Keys to Success:

1. Highly motivated students who will bring a personal touch to aiding those in need
2. Effective expansionary methods at the local level (Bulls-Eye Method – see powerpoint)
3. Developing effective financial capacity building without external aid through fundraisers or grants
4. Effective brand recognition in the community
5. Effective corporate reporting structures and organization because of the size of the organization

6. Good relationships with the community and corporations

**7. Triple Bottom Line in corporate relations: Benefit for corporation we're partnering with, benefit for Operation Fly, Inc., and lastly (most importantly) benefit to inner-city community and leadership training of students**

## **II. Company Summary**

In 2005, Timothy Hwang came back from a slew of volunteer opportunities in Guatemala and in the inner-city through his church and various community organizations and after witnessing extreme poverty abroad and in the United States, decided to take action against this global problem. Later that year, he recruited his friend Minsoo Han and after more than two years of planning and pilot programs, Operation Fly Inc. was formally incorporated in 2007 by Timothy Hwang and Minsoo Han in an effort to combat the growing poverty rate within the Washington DC Area. What had started out as a couple of friends going down to Washington DC with their church or organization to help out the homeless developed into a massive organization ready to mobilize students around helping the impoverished.

Several changes had to be made though. First, an effective centralized information and financial system had to be made – in this case the company had to go with the Google Docs application for its feasibility. The corporation also embraced a corporate forms system (bureaucracy) that allowed them to regulate the actions of the corporation through a structured bureaucracy – attached. With a massive amount of employees coming in, there had to be a centralized way of keeping their information and training them at the same time. The corporation developed a uniform set of “Policies and Procedures” along with “Corporate Bylaws” to regulate the entire organization. As for communication, the new and improved Employee Homepage on the website provides updates of Board Resolutions, and Regional President updates. Second, the corporate hierarchy had to be redeveloped to include Chicago, New York, Baltimore, etc. as everything was designed to run only in DC. Third, as the new programs required massive amounts of capital – new income programs had to be implemented to ensure effective financial capacity building without outside aid.

### III. Products and Services

Income:

- **Regional Tutoring Program** – The income portion of the tutoring program provides a low-cost competitive tutoring program for students in metropolitan and suburban areas. The corporation segmented the market into those who can pay for tutoring and those who cannot so that the marginal revenue is equal to that of the demand curve and maximized output and efficiency. The bulk of our income comes from this program. After learning that people in metropolitan areas were being exorbitantly charged for tutoring services, we devised a plan where we provided low cost tutoring services for people in metropolitan areas and because our “employees” are all volunteers, we did not have to provide them with any sort of pay, prompting a 100% use of funds for our expense programs.

- **“New Possibilities” Magazine** – The magazine provides important updates of the organization to the community and also allows local businesses to get advertising distributed by our organization.

- **Community Consulting Service** – The consulting service puts our best and brightest into the offices of environmentally and community friendly organizations to help them with youth-marketing and volunteer work.

Expenses:

- **Regional Homeless Donations (Food)** – Provides much needed food to homeless and underprivileged in the inner-city.

- **Regional Events for Underprivileged** – Provides banquets and gifts during the holiday season for families and individuals in need.

- **Regional Scholarship Programs (Award Ceremonies)** – Provides small but helpful scholarships for students and relatively large aid for one high school in the inner-city (computers, school supplies, etc.)

- **Regional Community Tutoring** – Provides a free community tutoring program for those that need academic help.

- **Regional Leadership Conferences** – Provides financial literacy and leadership courses for high school students in the inner-city.
- **Sheets for Streets Program** – During the fall/winter provides blankets and clothes for those in need to combat diseases.
- **Packs for Backs Program** – During the spring/summer provides backpacks filled with toiletries to combat diseases.

#### **IV. Market Analysis Summary**

The recent economic downturn has increased demand for our expense services. Although there are many organizations that provide the same services as us in the income services we provide a new non-profit approach to them. For example, while many corporations offer tutoring programs, we provide the guarantee that all funds will go to helping those impoverished. In terms of expense services, while there are many service organizations that do the same thing, we provide the only completely student-run programs that target the inner-city and train student leaders simultaneously.

- We are:
  - The best student-run organization that targets the inner-city in the US
  - The only international student-run organization that targets the inner-city
  - The only student-run organization that provides scholarship programs for the inner-city
  - The best student-run training program for public service in the US
  - The largest student-run organization that addresses poverty and inner-city issues
- We run:
  - The cheapest tutoring programs in the metropolitan area whose profits go to the inner-city.
  - The most innovative and fastest homeless student-run collection and distribution programs
  - The best leadership and financial literacy training programs by students in the US
  - The most effective and most innovative scholarship and tutoring programs by students

- ✦ The most diverse amount of programs for any student-led non-profit organization

## **V. Strategy and Implementation Summary**

As stated in Part I, we have three types customers:

- (1) High School Students for Leadership Training
- (2) Underprivileged populations (3 target populations)
- (3) Community and Corporations at large who are willing to support the organization

In order to reach out to high school students for the leadership training, we currently have in place our Human Resources Department as well as our Public Relations Department which run our school chapters and outreach programs into the high schools. The underprivileged populations are targeted by our Event Management Department that runs the creation and distribution of backpacks, blankets, and food. As well as our Outreach Department that runs more long term programs such as our scholarship program – in conjunction with the Public Relations Department, community tutoring program, and partnership with Byte Back to teach the underprivileged how to use a computer. Finally, the community and corporations at large who are willing to support the organization are targeted through our Public Relations Department as well as our Marketing Department who offer sales pitches and fundraisers as well as opportunities for corporations to get involved in the organization.

## **VI. Management Summary**

Operation Fly, Inc. operates on the basic structure of an executive leading a staff of five departments: Public Relations, Outreach, Event Management, Marketing, and Human Resources. The entire organization reports to a Board of Directors composed of 13 members: 4 on executive management, 3 student directors, 5 adult directors, and 1 secretary (the Chief Information Officer).

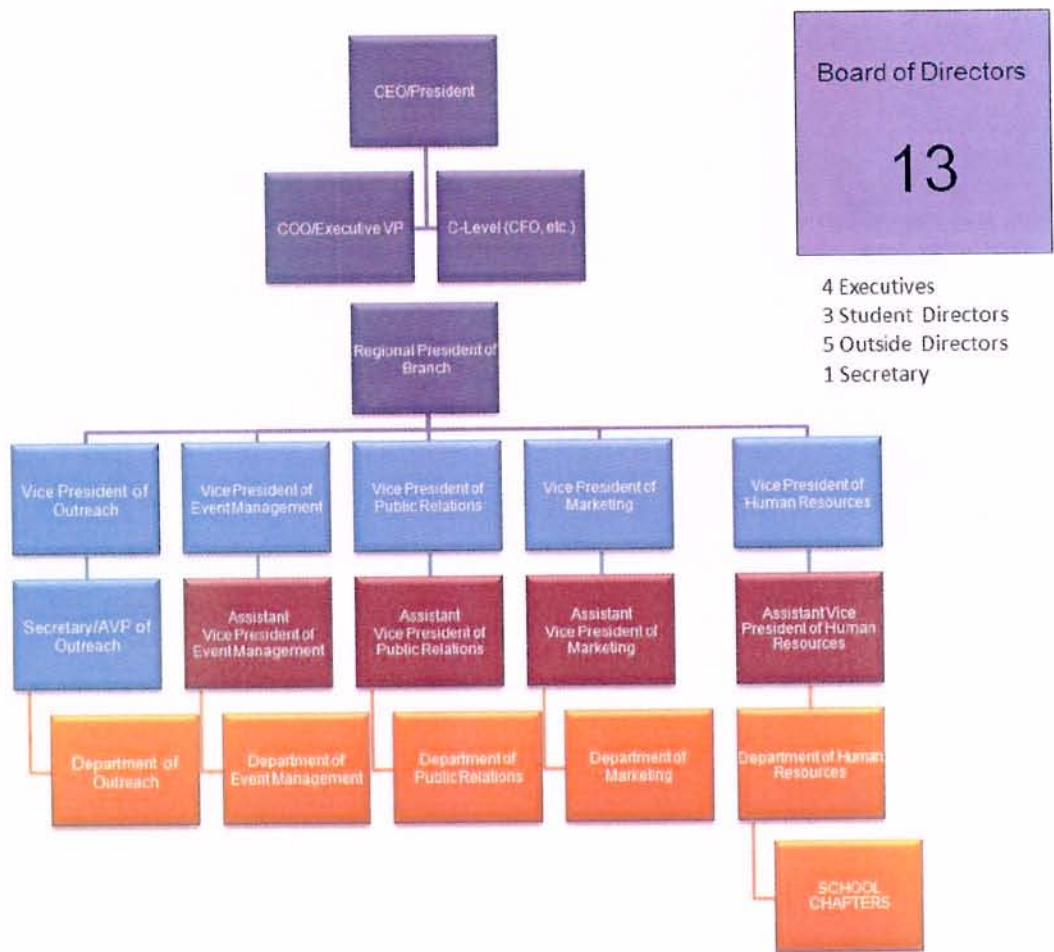
The organization currently operates on two levels: the national level and the branch level. At the national office, the CEO/President currently leads the staff with a Chief Operating Officer/Executive Vice President and Chief Financial Officer who lead the Chief Human Resources Officer, Chief Event Management Officer, Chief Marketing Officer, Chief Public Relations Officer, Chief Outreach Officer as well as supporting staff of Chief Information Officer and Chief Technology Officer. Under each chief is a dedicated staff of program directors who supervise programs going on at the Branch level. Each department Chief is responsible for the operations of their respective departments at the Branch level.

At the branch level, there is a Regional President who leads his/her five departments. The Regional President has 5 vice presidents and 5 assistant vice presidents, as well as a supporting staff who he/she can appoint at their discretion. There is a distinction to be made between an Employee and a Volunteer. An employee has a committed number of hours to fulfill in the corporation and is tied by employee contract. A volunteer is a member of a school chapter - the chapter president reports to the Vice President of Human Resources at each branch. School chapters allow for rapid mobilization of students and much needed man power. Everyone works part time.

As the organization's CEO/President, I have served to set the vision and direction of the organization, to set high expectations for the entire organization and leadership team, to implement policies that balance corporate efficiency and professionalism with the values and mission of the organization, to oversee all internal and external operations of the organization, to oversee all expansion projects and initiatives, to represent the organization to outside leaders and organizations, to lead the Executive Team, Management Team, and Board of Directors, and to train younger and less experienced leaders and officers all the while assuring Operation Fly Inc.'s continued focus on helping others and its target populations, and making sure Operation Fly Inc. is still around to train and empower the next generation of students. I have always believed in implementing a "team management" style of organization, while trying to foster an environment of experimentation and

inquisitiveness in the context of true altruism and responsibility to society.

Corporate Structure:



**VII. Future Plans**

The organization five years from now will have all programs fully functioning. Currently, many of our programs are run sporadically or are mismanaged as a result of a lack of capital, a lack of sophisticated corporate technology, and a full time staff member – hopefully an administrative assistant. Five years from now, there would probably be at least one full time, fully paid staff member at each branch.

Ten years from now, we would have a full time office space and full time staff. Furthermore, I would personally, like to see a foundation set up – the Operation Fly, Inc. Foundation to be managed by full time Financial Advisors with which these high school students can continue the mission of the organization.

In terms of my exit strategy, I currently have several promising student leaders in training. My Chief Human Resources Officer as well as my Regional President in DC both are model leaders in the line of work and would make excellent Chief Executives when I leave. The board has asked me to resign within one year of my high school graduation and I will honor that request.