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## IS HEALTHY THE NEW WEALTHY?<sup>1</sup>

*Can a mission, driven by passion, become the healthy option for starting a dynamic business?*

Jeremy Hall enjoyed being a successful entrepreneur in the real estate and insurance market. He ventured out and even owned a holistic coaching company. After the relocation from Boston to Tampa Bay in 2010, Jeremy hoped for a better quality of life. Unfortunately, due to the demands and stress of owning multiple businesses, Jeremy was not feeling well for several years. In 2013, at the age of 45, Jeremy's entire life came to a screeching halt when he was diagnosed with ulcerative colitis (UC). UC is a debilitating autoimmune disease that affects the entire gastrointestinal system. It is characterized by progressive mucosal inflammation of the intestines, bloody diarrhea, loss of appetite, weight loss, and fever. Despite medical therapy, Jeremy frequently experienced severe abdominal pain and acute flare-ups which landed him in the hospital. Jeremy felt hopeless and ultimately fell into a state of deep depression.

Six years later, inspired by a documentary on the dairy industry, Jeremy decided to give up all dairy products and implemented a strict wholesome vegan diet. Within a few weeks, Jeremy's symptoms had improved; he no longer experienced abdominal pain or diarrhea. To Jeremy and his physician's surprise, the follow-up colonoscopy had revealed significant improvement in his intestines. Jeremy attributed his remission his dietary changes and was committed to helping others. He started to enroll in health and nutrition training programs which focused on the concept of "food as medicine." He wanted others to know that many common chronic diseases could be prevented, treated, and potentially reversed through a healthy vegan diet. Jeremy had made it his life's mission to inform and educate his community.

In July 2019, Jeremy, and his wife Alexa, opened "Green Life" vegan restaurant in Sarasota, FL which focused on healthy eating and education on a healthy plant-based diet. Within a few short weeks, the business grew, and Jeremy partnered with local area healthcare professionals, lifestyle experts, and nonprofit organizations to promote healthy eating and living within the community. The year 2020 started with great hopes; however, the restaurant came to a grinding halt as the nation was gripped by the COVID 19 pandemic. During the pandemic, it became clear that individuals with chronic medical conditions incurred higher rates of hospitalization and longer duration of illness (Exhibit 1). Could the pandemic be the catalyst for consumers seeking healthier food options? Could the demand for healthier options be sufficient to keep "Green Life" afloat during the pandemic?

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## Health and the Food Industry

When this case was written, the American food industry produced 4,000 calories per person per day. Besides being double the current recommendations, most of these calories were from highly processed foods. There was an urgent need to change the current paradigm. The obligation was on all of us to do our part to pave the path to a healthier America. We needed to accept that there was nothing normal about 42% of Americans being obese (Exhibit 2). There was nothing normal, with 12% of us having five or more chronic diseases (Exhibit 3).

### Restaurant Industry

The restaurant industry was one of the largest industries in the United States, with more than 1 million locations countrywide, generating \$900 billion in revenue each year (Exhibit 4). On average, the restaurant industry employed more than 10% of all residents who can work. It was no surprise that this industry was crucial to the economy. It was separated into four distinct categories: Quick-Service, Fast Casual, Casual Dining, and Fine Dining. (1) Quick-Service was typically referred to as fast food and includes McDonald's, Burger King, KFC, to name a few. (2) Fast Casual was Quick-Service but typically a little slower at a higher price point. This category includes restaurants such as Chipotle and Panera. (3) Casual Dining provided table service and represents restaurants such as Applebee's, Chili's, and Olive Garden. (4) Fine Dining included all other table service restaurants at a higher price point.

The fastest-growing of these categories was the Fast-Casual category, in 2019. Of the individuals making up the Fast-Casual market, about 62% (USDA, 2020) of new customers were looking for a better alternative to a Quick-Service restaurant. Fast-casual restaurants were the main contributor to growth in the restaurant market, and it was expected to increase in the following years. In the county where Green Life Restaurant was located, as of 2019, there were more than 1,000 restaurants, of which approximately ten were categorized as vegan or less than 1% (Kateman 2019). While vegan restaurants were considered a niche market, the vegan category was not overrepresented in the market. Typical costs for opening a new restaurant averaged between \$150,000 to \$300,000 depending on the type of restaurant and location (Exhibit 5).

Most of the industry overview data were gathered and analyzed before COVID-19 hit the country and state in March 2020. One of the biggest industries affected by the virus was the restaurant industry. Most were required to temporarily shut their doors, limit their capacity, or be restricted to only a carry-out option. While the full shutdown was temporary, the partial shutdown still forced many restaurants to shut their doors permanently. During the pandemic, restaurants have lost more jobs and revenue than any other industry, according to the U.S. Census bureau. In June of 2020, a survey conducted by the National Restaurant Association showed that more than \$120 billion in sales were lost during the first three months of the pandemic, and \$240 billion expected by the end of the year. As of July 2020, nearly 16,000 restaurants have permanently closed their doors as a result of the pandemic. By the end of the virus, 15-20% of all restaurants were projected to shut down permanently, dealing a significant blow to the restaurant industry and the state's overall employment (NRA, 2020).

### Vegan Market

With the growing awareness of a vegan diet on human and planetary health, this sector of the food market continued to stay on a steady growth trajectory. Dairy alternatives were the largest sellers in the market for 2018 and accounted for 50% of the global revenue. Approximately 65% of the global population was lactose intolerant, which was the main driver for dairy alternatives (Grandview Research, 2019).

The global vegan market was valued at \$12.69 billion in 2018, with a projected compounded annual growth rate of 9.6% from 2019 to 2025. The vegan market in the United States generated approximately

\$3.3 billion of revenue each year, or about 0.4% of all restaurant revenue. When considering that there are approximately 1,200 vegan restaurants nationwide, it was no surprise that the market was underrepresented in the restaurant landscape. The main driver for this underrepresentation is that it was hard to survive in such a niche market. In the U.S., only 2% of the population considered themselves vegan, while another 4% categorized themselves as a vegetarian (Slabakova, 2020).

Approximately 40% (Slabakova, 2020) of U.S. citizens were incorporating vegan food options into the meals they consumed. One in three citizens classified themselves as a flexitarian, an individual who primarily eats a vegetarian diet but would occasionally eat meat or fish. This change was a drastic increase from a decade ago.

While this drastic increase had a significant impact on the vegan market, it does not have the same effect on restaurants offering only vegan menu options. The restaurant market was adapting to dietary changes with more menus than ever before, offering vegetarian and vegan options. Even restaurants such as Wendy's were offering vegan options. This change diluted the potential sales that a vegan-only restaurant could obtain because of the variety of vegan or vegetarian customer options. Further, a significant amount of the growing vegan food market came from "junk" vegan foods, defined as vegan foods but was highly processed. This included options such as the Beyond Meat burger or the Impossible Burger, which helped bridge the gap for flexitarians but worked against the health benefits of transitioning to a whole-food plant-based diet.

## **Green Life Restaurant**

Green Life restaurant had its grand opening on July 2019, in Sarasota, FL. Jeremy and his wife wanted to bring awareness of the benefits of healthy vegan food to the community. He was already a successful entrepreneur with multiple businesses in the same region. Jeremy was aware that this business would be different from his other establishments, and making money was not a motivating factor for starting the restaurant. He knew that opening a restaurant would require a year of risk and instability. Jeremy wanted the restaurant to be the hub for education on a healthy vegan lifestyle while nourishing the body with wholesome food.

The owners decided on a location that was in proximity to where they resided and most importantly, because the county was a vegan desert. Hence, Green Life was the first vegan restaurant in that location. The area had a population of 433,000 people, the average age being 56.1 years, and a household income of \$62K/year.

Green Life's customer base included those who were "plant-based" and some who were flexitarians. Some customers frequented the next-door gym, Publix supermarket, the community bank, and the doctor's office.

The customer experience was unique. When one entered the restaurant, a friendly staff greeted them. The beautiful décor of green and white tables, hanging plants, and two large-screen televisions were captivating. The energy could be felt when one glanced at the menu board and analyzed all the options of colorful vegetables, legumes, beans, nuts, juices, and many customized items. Both indoor and outdoor seating were available. One could see customers busily working on their laptops and enjoying the free Wi-Fi provided by the restaurant.

The restaurant had sustainability practices which included all items to be either eco-friendly, ocean-friendly, recyclable, or compostable. Jeremy believed in these practices in order to help sustain a healthy

planet with less carbon footprint. He also made people aware that eating plant-based meals would lead to less greenhouse gas emissions for the planet.

Most of the plant-based restaurants in Sarasota were typically sit-down, full-service restaurants. Green Life provided grab-and-go services along with some sit-down meals. The dishes were made to order, providing fresh and healthy food to customers prepared daily. Food was served in ceramic dishes, stainless steel cutleries, recyclable napkins, and non-plastic straws.

The owners invested \$200K to start the business with a 5-year lease. They needed to make \$30K/ month (or \$1,500/day) to cover all expenses.

In the beginning, they were serving breakfast and lunch, but quickly noticed that breakfast was contributing to increased costs and not generating enough revenue. The decision was then made to open for lunch only. With this change, they were able to reduce labor cost, but it was still not sufficient to make the minimum of \$30K/ month. On average, they were making \$1,200/day (from Sep 2019 to Mar 2020). About 40-50% of the customers returned to the restaurant again, and most of the customers knew about the place by word of mouth. They needed more customers for the business to grow.

Jeremy's other businesses were competing for his attention, so he did not have enough time to dedicate to marketing the restaurant. Though Jeremy had a Facebook account, Instagram pages, and a website, there was no dedicated person (neither in social media nor traditional marketing) to promote the restaurant, attract more customers, and educate people on a healthy vegan food. Things were difficult but not insurmountable just as long as nothing else negative occurs, but indeed it did.

In Mar 2020, the restaurant had closed due to the COVID-19 pandemic. It reopened in May 2020 for take-out and delivery services. However, the daily revenue dropped by 50%. The traffic on streets had been reduced significantly. The gym in the same plaza was closed, and a substantial number of people decreased their visits to the supermarket or ordered groceries online. It was less expensive to keep it closed than leave it open. With the café operating, the owners had a cost of \$30,000/ month, and with the cafe closed, the cost reduced to \$8,000/ month. Additionally, the owners needed to spend an extra \$10,000 on a protective ceiling cap in the restaurant's juice area due to state regulatory requirements before they decided to reopen. So, the decision was to close again and wait for the economy to improve, for the cafe to open the door one more time.

## **Menu**

Green Life menu (Exhibit 6) consisted of coffee, tea, cold-pressed juices, juice blends, probiotic shots, smoothies, sweet bowls, salads, burgers, hot dogs, subs, tacos, savory bowls, sides, desserts, baked goods, kids' menu, and dog treats. They also provided an alternative for customers to buy larger quantities to bring home (the Food Box).

The burgers and savory bowls represented 50% of the revenue, followed by 40% revenue from juices, and the other items in the menu represented 10% of the revenue. The ingredients were always purchased from local organic producers as much as possible, as organic produce was a must for the juices. Besides juices, it was not possible to keep all the ingredients organic. Prices would considerably increase if the meals were prepared with 100% organic produce.

## **Food Box**

In May 2020, when the restaurant was opened for take-out and delivery only, the owners created the Food Box. (Exhibit 7) It was the same menu but sold in a larger quantity with a 10-15% discount. The food was

prepared, assembled, and packed to be enjoyed within five days. Customers could order and bring it home and have a healthy meal for a few days at a time. This alternative reduced the number of times the customers needed to leave their homes to buy food from the restaurant.

## Technology

Considering how eating and drinking experiences had changed over the last decade, where fast and low-quality food and drinks seemed to dominate, but while the pandemic evolved, technology continued playing an essential role in the food and beverage industry. The exception was Green Life restaurant; it offered organic and natural, high-quality food and drinks that needed to be harvested, prepared, served, and delivered to customers all in a timely fashion.

Technology's role was no longer only related to how restaurants' kitchens, and bars were operated to support customers' demand but were also heavily involved in maintaining the business. Electronic payment gateways, such as credit cards, PayPal, Apple Pay, and how food was ordered at restaurants or online, were examples. To how food was served at the restaurants or delivered to the customers using third-party vendors that work for a revenue share, technology was at the forefront.

Technological solutions like those that Jeremy had integrated into Green Life's business model were effective solutions. The solutions had proven beneficial to other similar businesses within the industry to stay in business and increase revenue by offering online services without the need to depend on physical foot traffic or in-person cash payments. Jeremy leveraged economies of scale by implementing those modern business solutions, which provided cost savings.

## Education and Marketing

After opening Green Life restaurant, Jeremy was quickly challenged. He had to learn about food receipts and business administration and integrate multiple technology-based solutions into the already challenging business model to expose vegan products to a new customer base. Many of which were not accustomed to the vegan diet or culture. To address how vital customer education was for Green Life's success, Jeremy looked towards technology to transform his restaurant's waiting and dining areas into virtual training rooms. Jeremy installed flat-screen televisions to educate customers on the benefits of vegan food to fight diseases and lead a healthy lifestyle. The new televisions served as virtual trainers and created a pleasant visual and dynamic environment for customers and employees. This visual concept was a quick and inexpensive solution to address one of many of Jeremy's hurdles.

To serve the public online on the Internet, Jeremy invested resources and developed a cost-effective website solution. Green Life's website was developed by Startling Memory (Exhibit 8), a private business located in Vancouver, Canada. Startling Memory had helped Jeremy in creating a seamless integration between Green Life and other social media channels and third-party vendors publicly available on the Internet. Green Life's website was fully integrated with SocialStream.io (Exhibit 9), which aggregates all Green Life's brand web presence into one stunning widget. This widget allowed Jeremy to present a vibrant and dynamic view of Green Life restaurant to online customers.

## Operations and Administration

The outsourced technological platforms added costs to Green Life's operations but allowed Jeremy to expand his advertisement to a broader demographic. These technology-based solutions also helped Jeremy satisfy regulatory requirements during the COVID-19 pandemic in 2020 by allowing contactless business options.

Jeremy and Green Life also used other technological and cost-free platforms available on the Internet to engage with existing or potential new customers. Green Life was fully integrated with other online social media channels such as *Instagram, Facebook, Twitter, and Pinterest*. One of the challenges in this area was the costs versus the reward at the time to try and correlate online marketing efforts with revenue streams. Jeremy was also planning to try and engage with customers by offering frequency-based reward programs.

Jeremy, a customer-service oriented business owner, was in constant and direct communications with Green Life's customer base. One solution that Jeremy introduced to Green Life's technology suite to stay engaged with his customers was an online customer survey platform. The survey was integrated with the envisioned customer reward system and served as an incentive for customers to provide positive feedback. The online survey initiative resulted in positive interactions with the customers and made customers feel as though they were part of the business' success. The online survey also served as a platform for Jeremy to continue fulfilling his dream of training people on the benefit of vegan food. i.e., customers received interactive surveys, including a quiz about vegan food and its benefits.

Jeremy recognized how vital analytics was for his business's success. Part of that analysis included knowing and understanding customer demographics. The data gathered was used to improve services and menu options and predicting future revenue streams and cash flows. These were some of the reasons why Jeremy had invested in technology-based solutions to run and manage Green Life. Additionally, Green Life's website was fully integrated with Revelup (Exhibit 10), an online Point of Sale (POS) solution that added cost to the business but reduced other operational expenses related to payroll. The use of outsourced POS solutions also allowed Jeremy to efficiently record critical business data that was used for financial purposes, including tax preparation.

Green Life was a well-structured business regarding the technical aspects of business management and administration. Green Life's technology business model was based in Software as a Service (SaaS) model. Jeremy successfully implemented vital technology solutions that brought Green Life to the forefront of the modern food business. Jeremy was also able to achieve success at low capital and low overhead costs. However, with the benefit of using low cost and readily available online technological solutions came with some business risk.

## **Current Situation**

Jeremy knew that having fresh and wholesome vegan food would be great for the health of his community. He was dedicated to educating his community about the benefits of making healthy dietary choices. An online focus was also set up to educate the community about health. During the pandemic, many tried to cook at home and prepare fresh food for fear of dining out. People were starting to be more open about having a discussion on health and making dietary changes. Jeremy was determined to continue and have these choices of food be made available for his community. He was on many social media platforms, talking about healthy eating and living. He knew that his menu would offer an array of foods that customers would like to try. A person could order rich brewed coffee, cold-pressed juices, smoothies, sweet bowls, grain bowls, harvest bowls, veggie burgers, and fresh salads. He was excited to meet all the locals and those who drove across town to visit his restaurant.

## **The Details**

Jeremy had estimated that the revenue would equal \$1,500 per day in order to keep pace with expenses and remain profitable. However, when considering all costs and operating 20 days per month (Exhibit 11), there was a \$450 deficit in the estimate. Jeremy was spending on average \$1,950 per day and not the expected \$1,500. Jeremy had stressed that breaking even was the goal, and he was on track to do so as

Green Life had demonstrated on many occasions' its ability to bring in revenue in excess of \$2,400 per day. It was during this crucial time that COVID-19 hit our nation and the world.

Notwithstanding his intentions, and as with many small businesses during the COVID-19 crisis, growth was stifled as many had to close their doors. Jeremy and his Green Life restaurant were no exception and had to shut down temporarily. Jeremy had attempted to minimize the effects by implementing delivery options and making his meals available in easy to prepare packages (Food Box) for the home.

The efforts were marginal and did not effectively minimize the loss due to the crisis. It is Jeremy's passion that keeps him in the fight.

Jeremy had a diverse background as well as a demonstrated business acumen and was successfully operating Green Life restaurant. Jeremy was also extremely passionate about "spreading the word" and educating the masses on the benefits of a whole food vegan diet. It had worked for Jeremy, changing his life. Nevertheless, passion alone cannot substitute for a business plan that was methodically implemented; it certainly could not negate the effects of the Covid-19 crisis. Jeremy was faced with several crucial decision points.

## Decision Summary

Jeremy needed to develop a way for the business to survive and stay afloat even if there were significant headwinds such as a global pandemic fighting against him. The business's fixed costs were too substantial to allow the space to remain vacant, and the business remained closed. Jeremy had to do something to improve his financial issues with the restaurant. The following options had been considered:

1. Jeremy could scale back the menu and decide which items were the most popular and versatile for dine-in and take-out diners. Scaling back the menu would allow for more focus on the most popular items while reducing overall spoilage of products and reducing overall labor to prepare the less popular menu items. Sticking to a smaller menu would not impact the restaurant's brand or the reason customers return to the establishment.
2. Hire a dedicated social media and marketing resource. While Green Life was open, Jeremy relied on the restaurant manager to also run social media marketing. With a dedicated social media and marketing platform, or if outsourced to a professional firm, Green Life would likely become more known in the area, and within the vegan and vegetarian community. This resource would be responsible for social media and rating sites and traditional advertising to local communities and businesses.
3. Green Life could expand its offering to include specialty groceries like fine coffees, teas, spreads, biscuits, and snacks from local businesses. The restaurant could put these items on consignment, so Green Life incurs no additional inventory or spoilage risk while benefiting from the additional sales. Further, they could offer delivery boxes or catering to increase sales without additional fixed costs. The restaurant could also provide cooking classes to spread awareness of both the vegan diet and brand awareness by creating repeat customers.
4. As a final alternative to mitigate a complete loss of revenue, should the restaurant sublet the property to another business in hopes that they could recoup most of their fixed costs? With a five-year lease and no cancellation clause, Jeremy needed to open and make it successful or mitigate his losses. Subletting the property for a year or two could allow Green Life to open in the future. At the same time, Jeremy had to be focused on a marketing and social media strategy that

would guarantee success in the interim. Jeremy could align Green Life with a third-party meal delivery service. Implementing this concept could help absorb some of the restaurant's fixed costs and could be done with minimal additional costs. This would create an extensive customer list, would allow customers to eat healthy vegan food, and would create a demand for when a brick-and-mortar location reopens.

Many other options had been considered, but what plan would work in this scenario? Should Jeremy perform split-run testing where one option would be implemented for a period, and the results would be monitored before scrapping the plan, or layering on a new plan?

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## Biographies



**Jonathan Cortez** is a program manager with Far Ridgeline Engagements and has placed among his top priorities controlling costs, increasing efficiencies, and identifying uncharted opportunities. Jonathan served in the U.S. Army for 25 years, 20 years in Special Forces and retired as a Chief Warrant Officer Three (CW3). Mr. Cortez was awarded the Legion of Merit, seven Bronze Star Medals, one for Valor, and two Defense Meritorious Service Medals. He received a bachelor's degree in liberal arts from Excelsior College in New York (2015) and a project management certificate from Villanova University (2016).



**Rafael Hernandez** is a transportation field professional with over 16 years' experience in electronic transaction processing, revenue collection, and cybersecurity expertise. Currently, Rafael is the director of toll operations with the Tampa-Hillsborough County Expressway Authority. Mr. Hernandez' duties include oversight of the roadside operations, information technology, data management, and cybersecurity. Mr. Hernandez earned a bachelor's in electronic engineering from the Universidad Rafael Belloso Chacín in Venezuela (2004).



**Tyler Moore** is a Chief Accounting Officer with Benefytt Technologies, Inc. in Tampa, responsible for the development and distribution of affordable, health insurance plans and ancillary products and distribution of Medicare. As CAO, Moore leads the process for revenue recognition, internal controls, and monthly close and financial reporting. Mr. Moore is also responsible for integrating acquisitions, implementing new software to improve efficiency and transparency. Moore earned a master's in management, with a concentration in accounting, (2006) and a bachelor's in business administration (2005), from the University of Wisconsin-Milwaukee. He is a Certified Public Accountant.

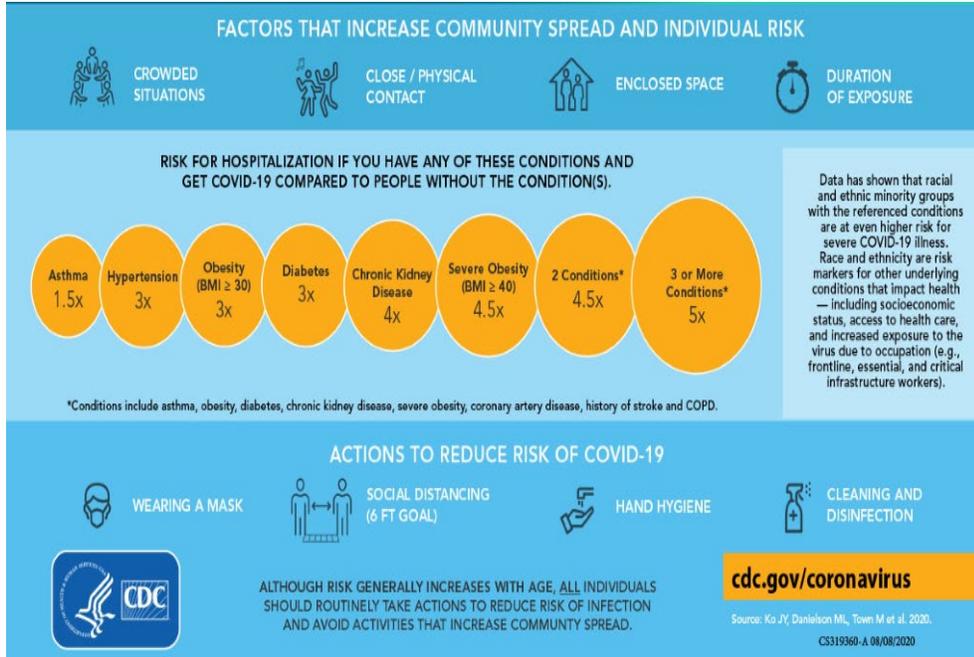


**Kamla Angela Persaud-Reddy, MD**, is a board-certified physician in Internal Medicine by ABIM and Lifestyle Medicine by ABLM. Dr. Persaud-Reddy has worked in almost all areas of clinical medicine, including pre-hospital care, outpatient, in-patient, acute care, and administration. Her greatest joy was when she worked for the Dept. of Veterans Affairs for nine years serving our nation's heroes. In her current role as the Medical Director at EviCore Healthcare, she oversees the proper allocation and utilization of resources to provide cost effective medical care. To take the message of healthy eating and living to the local community, she co-founded Plant-Based Lifestyle Medicine, a Tampa based nonprofit organization.



**Monica Yabuki Yamauchi** has more than 15 years of experience as a global procurement leader. She had demonstrated abilities in strategy development resulting in year-over-year, multi-million-dollar cost reductions. Monica is a highly sought procurement subject matter expert for 49 global locations. She currently serves as a category manager for product development within the procurement department at Bristol-Myers Squibb in Tampa. There, Monica leads cross-functional teams to build strategy and negotiations for drug substances small molecules. Monica is fluent in English, Spanish, and Portuguese. She received a bachelor's degree in business administration from Mackenzie University in Brazil.

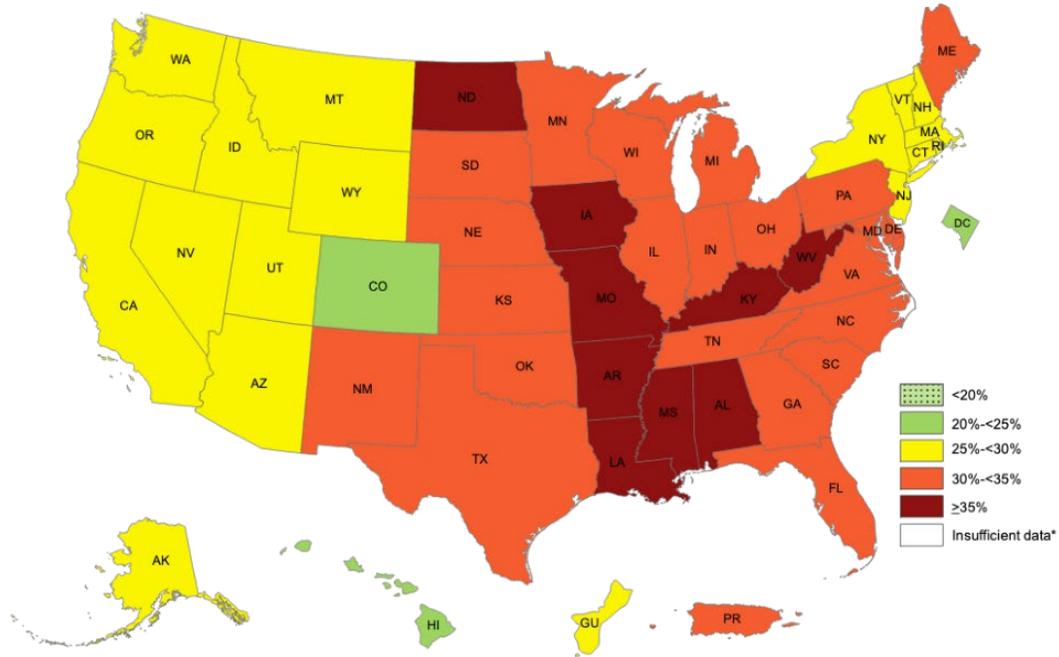
## Exhibit 1: Covid-19 Associated Hospitalization Related to Underlying Conditions



<https://www.ncsi.org/documents/health/Chronic-Disease-Management-During-COVID-19-webinar.pdf>

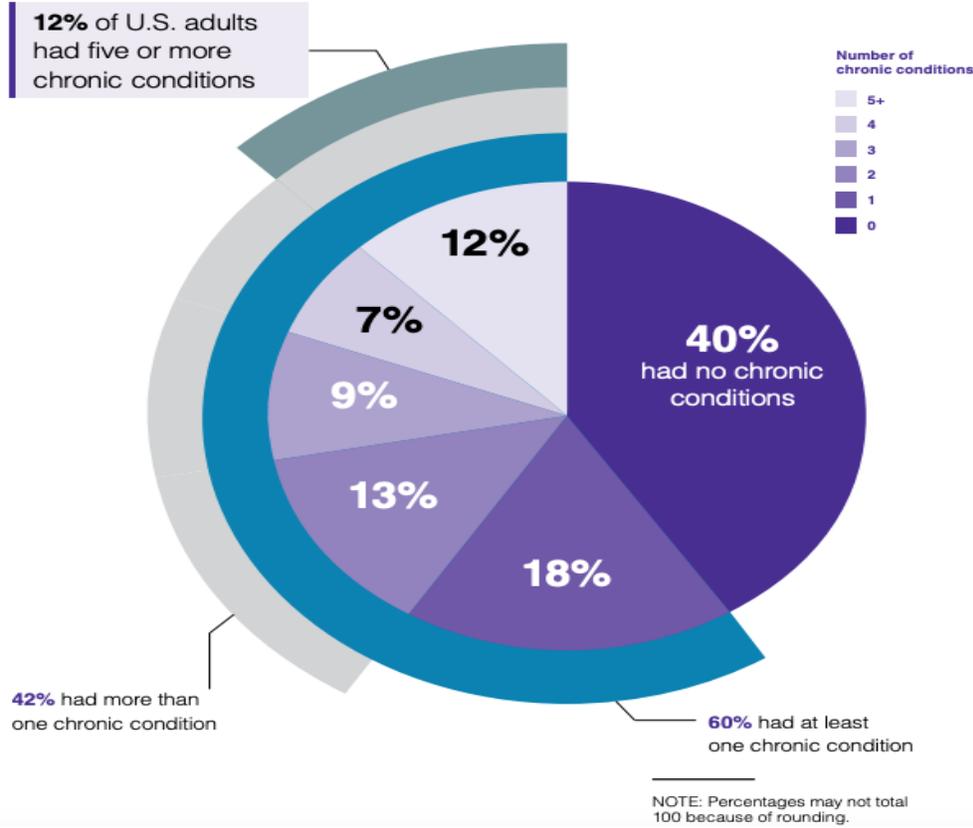
## Exhibit 2: Prevalence of Self-Reported Obesity Among U.S. Adults by State and Territory, BRFSS, 2018

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<https://www.cdc.gov/obesity/data/adult.html>

### Exhibit 3: Percentage of U.S. Adults with Chronic Condition, by number of Chronic Conditions (2014)



<https://myvetahealth.com/chronic-conditions-increase-healthcare-spending/>

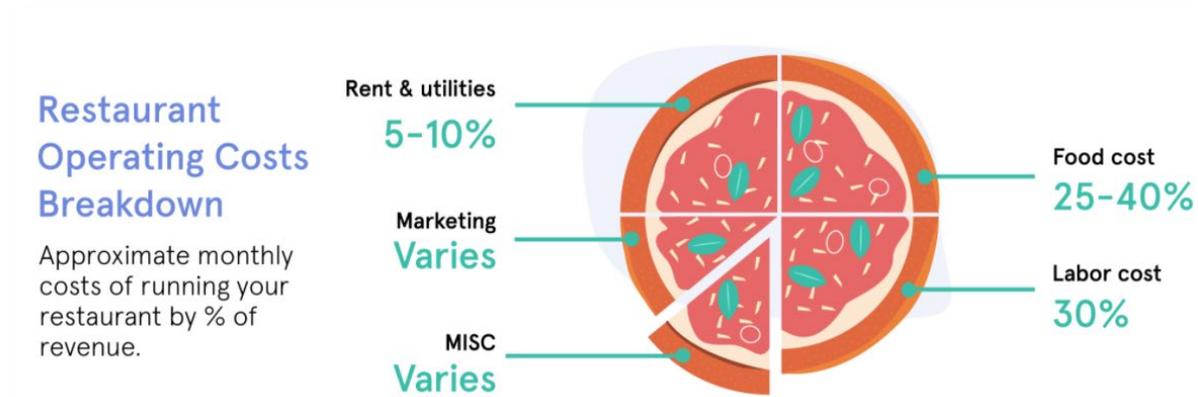
**Exhibit 4: Restaurant Industry Growth in the United States**



<https://restaurant.org/articles/news/20-restaurant-industry-opportunities-for-2020>

## Exhibit 5: Typical Restaurant Cost Structure

### Restaurant Operating Costs Breakdown



### Restaurant Startup Costs Breakdown





## Exhibit 7: Green Life Food Box

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### FOOD BOX

Green Life is pleased to offer **Food Box** items which are sold in larger quantity orders to help you plan and prepare meals a few days at a time. **Food Box** items are packaged to be stored, assembled, heated, and enjoyed later. Other than beverages, **Food Box** items are generally packaged to provide 3 meals, whether enjoyed by you only for 3 separate meals or enjoyed by a family for one meal.

Green Life is here to help you keep life safe and simple. **Food Box** items allow you an opportunity to order and meal prep ahead of time at a discounted cost. The **Food Box** order provides a 10-15% cost discount for the larger quantity order.

**Food Box** items are highlighted where available. Unless otherwise noted, pre-cooked **Food Box** items may be stored in the refrigerator and enjoyed within 5 days.

#### **Food Box- Bakery, Cinnamon Rolls**

Six cinnamon rolls in a bake-able pan with cream cheese icing. Comes frozen to be taken home and baked.

#### **Food Box- Bakery, Mixed Bakery Items**

A combination of Green Culture's choice of 6 bakery items. Bakery items may be kept frozen for up to a month. They have a 3 day shelf life outside the freezer.

#### **Food Box- Burgers**

All the ingredients of your choice burger packaged separately for meals another day. You will heat, assemble, enjoy. **Food Box** will make 3 burgers of one selection. Enjoy within 5 days.

#### **Food Box- Coffee**

96 ounces of ready to drink fresh brewed coffee

#### **Food Box- Coffee Beans & Grounds**

1 lb of fresh ground coffee or whole beans

#### **Food Box- Hot Dawgs**

All the ingredients of your choice hot dawg packaged separately for meals another day. You will heat, assemble, enjoy. **Food Box** make 3 hot dawgs of any one selection. Enjoy within 5 days.

#### **Food Box- Impossible Meat**

5 lb brick of frozen impossible meat to be cooked at home. Keep frozen. Use to make burgers, meatballs, meat sauce, or as a ground beef alternative.

#### **Food Box- Grain & Veggie Bowl**

One large serving, 3 standard meal sizes, of the selected bowl to be enjoyed within 5 days. Have meals for a few days or a family meal.

#### **Food Box- Pasta Bowl**

One large serving, 3 standard meal sizes, of the selected bowl to be enjoyed within 5 days. Have meals for a few days or a family meal.

#### **Food Box- Salad**

One large salad to serve 3 separate meals or a family. Dressing and wet ingredients will be packaged to the side. Enjoy within 24 hours.

#### **Food Box- Sides**

Triple size servings of your favorite sides. It is suggested to enjoy fries the day of the order. All others, within 5 days.

#### **Food Box- Subs**

All the ingredients of your choice sub packaged separately for meals another day. Will include 3 subs of one selection. You will heat, assemble, enjoy. **Food Box** will make 3 subs of any one selection. Enjoy within 5 days.

#### **Food Box- Superfood Latte**

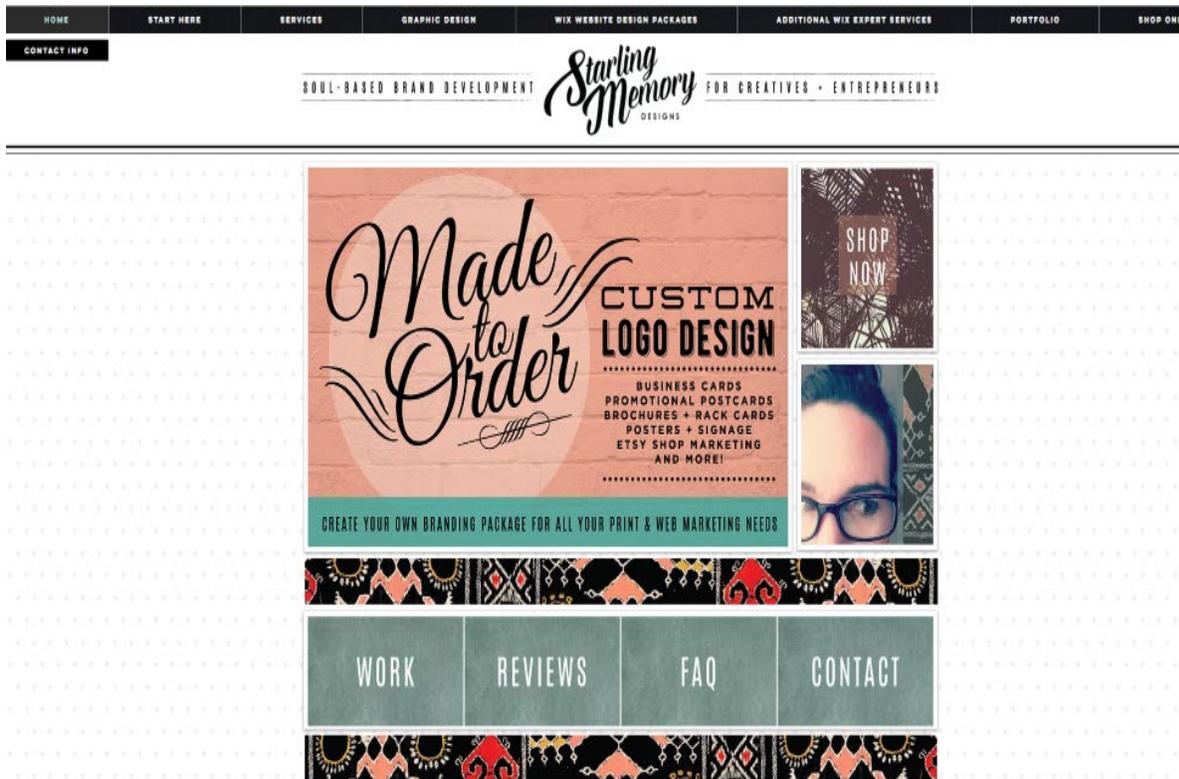
96 ounces of your choice ready to drink latte

#### **Food Box- Taco's**

All the ingredients of your choice taco packaged separately for meals another day. You will heat, assemble, enjoy. **Food Box** will make 3 meals (2 tacos per meal). Plus a side of yellow rice. Enjoy within 5 days.

## Exhibit:8 Starling Memory: Website Developer

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<https://www.starlingmemory.com>

## Exhibit 9: SocialStream: Social Media Interface

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SocialStream

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### Your Social Media Stream

We aggregate all of your brand's web presence into one stunning widget. Show off your SocialStream at your event, website, or app.

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<https://socialstream.io>

## Exhibit 10: Revelup Online Point of Sale (POS)

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<https://revelsystems.com/>

## Exhibit 11: Green Life Monthly Expenditures

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Rent	5500.00
Gas	550.00
Water	300.00
Electric	1000.00
Internet	175.00
Equipment loan	1200.00
Equipment loan	1100.00
Equipment loan	1100.00
ADT	57.00
Health Plan	110.00
Menu Board	172.00
Data Storage	150.00
Ecolab	165.00
Orkin	75.00
Apintego Insurance	136.00
Trash	125.00
Intuit/QB	165.00
Payroll Estimate	10,000
Dept of Revenue Unemployment	2100.00
IRS Payroll Taxes	5000.00
Food Estimated non-produce food	3200.00
Paper Products	750.00
Maintenance & Repair	450.00
FFE	450.00
Revel Systems	273.00
Liability Insurance	200.00
Produce	4500.00
Chowly Online Ordering	75.00
	<b>39078.00</b>

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