

Tab 1



## **WALK IN A SPECIFIED WAY**

Lindsey Davis, Sydney Koval, Ian Yelverton  
Professor Renee Lamb  
Virginia Commonwealth University  
Fashion Entrepreneurship  
11/8/24

[TREADfootwear.com](https://TREADfootwear.com)

[TREADfootwear@gmail.com](mailto:TREADfootwear@gmail.com)



## **Table of Contents**

<b>Executive Summary.....</b>	<b>3</b>
<b>Company Description.....</b>	<b>4</b>
<b>Mission Statement.....</b>	<b>5</b>
<b>Personnel &amp; Management Plan.....</b>	<b>8</b>
<b>Industry Description and Overview.....</b>	<b>12</b>
<b>Target Customer.....</b>	<b>17</b>
<b>Product Offering.....</b>	<b>25</b>
<b>Financial Plan.....</b>	<b>33</b>
<b>Appendix - A: Marketing Plan Forms.....</b>	<b>44</b>
<b>Appendix - B: Merchandising Plan.....</b>	<b>49</b>
<b>Appendix - C: Personnel and Management Plan Documents Class Partnership Agreement..</b>	<b>50</b>
<b>Works Cited.....</b>	<b>59</b>



## **Executive Summary**

TREAD is a mission-first footwear brand dedicated to reducing environmental impact through sustainable, timeless design. Our mission is to create versatile, long-lasting shoes that adapt seamlessly to any occasion while minimizing the need for frequent purchases. By focusing on a reduced carbon footprint and the principles of reduce, reuse, and recycle, we aim to help shape a fashion-forward world that values quality and responsibility. TREAD's product line features low- and high-top cotton canvas and premium alternative leather sneakers, designed for both comfort and durability, making them perfect for casual outings or more formal settings. TREAD's gross profit percentage is 55%, projected profit/loss is -31%, opening costs are \$50,181, and opening inventory needed is \$28,744.

TREAD was co-founded by Ian Yelverton, Lindsey Davis, and Sydney Koval, all senior fashion merchandising majors with a passion for responsible fashion and sustainable practices. Together, we bring expertise across essential areas: Sydney centers on timeless, high-quality design. Ian leads the environmental mission, focusing on carbon reduction and recycling practices, and Lindsey emphasizes utilizing marketing techniques to create versatile, easy-going footwear for any occasion. Our ideal customer values both style and sustainability, seeking shoes that not only look great but are made responsibly. We envision TREAD as a brand that resonates with this eco-conscious audience, making a statement that sustainable choices and stylish design can go hand in hand. Through TREAD, we aim to elevate the conversation around sustainable fashion and set new standards for eco-friendly, quality footwear.





## **Company Description**

TREAD was founded in 2024 by three Virginia Commonwealth University students - Ian Yelverton, Sydney Koval, and Lindsey Davis - in order to create a footwear product that got closer to meeting their standards as informed, environmentally-conscious consumers. The company was inspired by the work being done by Deux Mains, an accessories company producing sandals using tires, and wanted to partner with them to expand their idea into a new, more widely visible part of the footwear market. With the partnership between these two companies, TREAD can incorporate their technology into a high-quality, sustainable sneaker made of either organic cotton canvas or an alternative, vegan leather. Additionally, with another partnership with TerraCycle, an innovative waste management company, to provide an avenue to recycle their worn shoes at their end of life. In return, consumers will receive a small amount of store credit they can put towards their next pair, allowing them to continue to invest in our business and reward them for doing so.

TREAD's target customer is 25-34 years old and is likely unmarried, college-educated, and lives in either the northeastern or western regions of the United States. They are sustainability-conscious, meaning they are likely to purchase new brands if they are identifiably sustainable and actively choose to buy fewer products over the course of a year. The primary industries TREAD will be engaging in are the footwear retail industry and e-commerce industries. The footwear industry generated a revenue of 1.9 billion dollars in 2024, with large drivers in the industry currently improving the implementation of sustainable techniques and advanced technological systems in manufacturing. Alternatively, the e-commerce industry is estimated to generate 44.1 billion dollars in revenue in 2024, and is expected to grow further in the coming years.



## **Mission Statement**

The primary mission of TREAD is to build a high-quality, comfortable, and stylish shoe that is consciously designed and manufactured for a like-minded audience of environmentally conscious consumers looking to purchase less and to choose their purchases more mindfully. Our top company values can be summarized with three simple words:

**1. TRANSPARENT      2. INNOVATIVE      3. RESPONSIBLE**

As a part of the younger generation of consumers and entrepreneurs, the founders of TREAD believe it's important that we do our part in combating climate change in the industries we know how to instill change in. By starting this company, we hope to provide another alternative to consumers who feel that they aren't being served by current offerings in the market as well as bring awareness to the impact that businesses can have on the environment in a positive way.



## Company Goals

As TREAD continues to grow and expand over the next several years, it's important to outline a variety of short-term and long-term goals we believe are achievable and conducive to the mission of the company in increments of one year, five years, and beyond.

By the end of the first year, we hope to:

- Introduce new accessory products to our lineup, such as shoelaces, insoles, and tote bags.
- Reduce all production costs by at least 5% through contract renegotiation.
- Increase website traffic through continuous and strategic marketing campaigns through our specified channels.
- Implement a referral program to incentivize current customers to refer new customers before big sales events.

By the end of the fifth year, we hope to:

- Double the company's revenue through reduced costs and increased sales.
- Expand operations in order to increase sales in and better serve other countries.
- Hire more staff and expand the chain of command to put less responsibility on the founders.
- Reinvest in TREAD and take over responsibility for processing returns to cut costs and create a more direct line of communication for our customers.
- Introduce new footwear styles into our product lineup to expand the number of options available to our customers.
- Receive recognition from B Labs and become a Certified B Corporation.

Beyond that, we hope to:

- Collaborate with other brands and their intellectual property to increase interest.



- Wholesale our products to other retailers to increase brand awareness.

By outlining these goals in this business plan, TREAD will be able to guide its business decision-making in directions that align with our personal and company values.



## **Personnel & Management Plan**

### **Lindsey Davis - Cofounder and Head of Supply Management**

Lindsey will spearhead the company's sourcing and manufacturing operations, ultimately ensuring the utmost quality of TREADs footwear. This role encompasses overseeing the procurement of raw materials and shipping supplies, engaging with manufacturers to guarantee ethical production practices, and maintaining rigorous quality standards. She will also forecast consumer demand, negotiate contracts, and manage a team of two employees. Additionally, Lindsey will leverage data-driven insights to ensure optimal inventory fulfillment.

### **Sydney Koval - Cofounder and Digital Marketing Specialist**

As co-founder and Digital Marketing Specialist, Sydney will oversee all digital marketing strategies, including social media, e-commerce, content creation, and customer engagement. She will lead efforts to build brand awareness and drive customer acquisition through targeted online campaigns that highlight the company's sustainability mission. Sydney's focus will be on expanding our digital presence, cultivating a loyal customer base, and delivering a brand experience that resonates with eco-conscious consumers. Sydney drives the promotion of eco-conscious footwear that merges sustainability with contemporary style. Through targeted digital marketing strategies, she aims to amplify the brand's commitment to transparency and responsible production, empowering conscious consumers to step into a greener future—one sustainable pair at a time.

### **Ian Yelverton - Cofounder and Lead Financial Planner**

Ian will manage the company's financial health, overseeing budgeting, forecasting, and investments. He will play a key role in ensuring that the company remains financially viable



while ensuring the business is able to scale up sustainably. Ian will also handle investor relations, manage risk, and provide financial insights to guide strategic decision-making. His leadership in financial planning will ensure that the company remains profitable without compromising its commitment to sustainability. Ian's expertise in financial planning guarantees that the company will maintain strong financial health and growth, while staying true to its eco-friendly mission. His ability to strategically budget conservatively or liberally depending on current and foreseen circumstances, as well as his experience with forecasting, will enable the company to scale sustainably and responsibly.

Our partnership brings together supply management optimization, innovative marketing, and financial acumen. With Lindsey's supply management expertise ensuring high-quality products and accurate inventory fulfillment, Sydney's marketing strategies promoting our mission to a broad audience, and Ian's financial leadership driving responsible growth, our partnership has the essential elements to create a successful sustainable business. Together we are dedicated to establishing TREAD as a leader in the footwear industry.



## Advisory Board

**Blake Mycoskie** - Blake Mycoskie has spent almost two decades as the “Chief Shoe Giver” of footwear company TOMS, giving him insight into the workings of the footwear industry. Our contact with Blake will allow us to use the TOMS “buy one, get one” incentive model as a basis for creating purchasing incentive models for our own company. While we do not know him personally, we believe that TOMS is a great example of a mission-focused footwear company and we’d like to emulate them in that sense. In order to get in touch with him, our plan is to cold call him via his email and Facebook in the pre-production phase so that we’re able to ask him about how to develop incentive models for shopping, which won’t be as important until we find our proof of market.

**Mallory Smith** - Mallory Smith has a collective four years of experience in the footwear industry between her time at Outdoor Voices and Tecovas, and her valuable insight as a former Production leader will assist us in sourcing sustainable materials for our products. While we do not know Mallory personally, we have contacts with our professors at VCU that can get in touch with her and plan to do so early into the pre-production phase as we collect sourcing information.

**Julie Colombino-Billingham** - Julie Colombino is the CEO and founder of Deux Mains, who we will be partnering with for this business endeavor. She is directly involved in the production of our product and can advise us on the design of our product and assist us in making sure our production schedule is both realistic and manageable. We have already reached out to her via email to assist us in this process and have other contacts we can have to introduce us should that method of contact not work for us.

**Kimberly Guthrie** - Kimberly Guthrie is an associate professor of the Fashion Department at Virginia Commonwealth University. She specializes in teaching about sustainable



fashion and the impact the fashion industry has on the environment. As we start our own brand, we want to be conscious of our impact on the environment and make minimizing our impact a core belief of our company. Our connection to Professor Guthrie will enhance our decision making abilities and allow us to make more informed decisions with our business. We can easily contact her via her email or during her work hours and will do so firstly during the pre-production phase, but also regularly throughout our first year.

**Renee Lamb** - Renee Lamb is a professor in the Fashion Merchandising Department at Virginia Commonwealth University. She specializes in teaching about entrepreneurship and branding in the fashion industry and has spent several months guiding us through the process of starting our own business already. We think her experiences as a small business owner will give us a roadmap to guide us through the first few years of our business. We have already been in contact with Professor Lamb and expect her continued support through this first year and many years afterwards.





## **Industry Description and Overview**

TREAD will be operating in the casual footwear e-commerce industry. The footwear e-commerce industry encompasses men's, women's, and children's shoes that are being purchased from manufacturers or wholesalers and then sold through the internet. This industry has seen 44.1 billion dollars in revenue in 2024 which has increased by 8.2% since 2019 and is projected to grow by 4.9% by 2029 (Perdomo, 2024b). This increase in revenue can be attributed to the boom of athleisure, free return policies, unique and interactive brand apps, and Gen Z/ Millennial online shopping preferences (Perdomo, 2024b).

In the past 5 years, the largest trend regarding footwear is the inclusion of athleisure in everyday wear for men and women (Perdomo, 2024b). During the COVID-19 Pandemic consumers began taking up hobbies and other wellness activities which has led to the boom in athleisure wear post-covid. In a survey conducted by Mintel, 84% of respondents reported that they are more comfortable wearing casual footwear than they used to be and 55% of respondents said they gravitate towards casual shoes (Hansen, 2023).

Another trend that has largely affected footwear manufacturing is sustainability. Consumers are beginning to demand that brands are both transparent and ethical in their business practices. In a survey by Mintel, 63% of respondents agreed that they are interested in brands that offer sustainable shoes and 44% said that brands should offer shoe recycling programs (Hansen, 2023). This trend has led manufacturers to begin utilizing recycled materials and even using solar-powered facilities (Perdomo, 2024a).

A key challenge facing the footwear manufacturing industry is the rising cost of materials (Perdomo, 2024a). Due to the unpredictable nature of the supply chain because of geopolitical tensions and even climate crises, the price to access the necessary materials can increase without



warning. The unreliable pricing of materials can ultimately cause manufacturers to lose profits (Perdomo, 2024a).

Another challenge in both e-commerce and manufacturing is the trend cycle. Not only can consumer preferences change very quickly but also seasonal variations create an even more complex landscape to keep up with. This can lead to “fluctuations in revenue”(Perdomo, 2024b) for retailers and “unsold inventory of outdated styles, causing financial losses and potential write-downs for manufacturers” (Perdomo, 2024a).



## Competition

When considering potential competition for the brand, it's important to recognize the scale of the footwear industry as it is today. Worth an estimated 489 billion US dollars (Statista, 2024), the industry is filled with numerous brands and manufacturers both big and small. In terms of direct competition, brands like TOMS and Cariuma rank highly as companies that share similar values to Stride. Looking at the broader footwear market, important competitors include companies such as Nike and Vans.

### ***Direct Competitors:***

**TOMS** currently has a variety of style offerings between around \$55-\$180 USD (*Men's Shoes*, n.d.) and operates a secondary “Preloved” marketplace where TOMS-branded goods can be resold and bought secondhand ((*re*)*WEAR GOOD*, n.d.). They are a certified B-Corp and outline their goals of environmental sustainability and community welfare on the “Impact” page on their website (*Impact*, n.d.).

**Cariuma** is another brand with a heavy emphasis on their environmental impact, reflected across their entire website and with specific subsections of their “Sustainability” website page dedicated to their materials, operating practices, and commitment to sustainability (*Empowering Sustainable Choices*, n.d.). They operate in a more premium \$90-\$160 price point with their selection focusing primarily on casual footwear (*Shop All*, n.d.).

### ***Indirect Competitors:***

**Nike** is the largest apparel company in the world and owns many other successful footwear brands, such as Jordan and Converse. The main Nike brand offers a wide range of products between \$50-\$300 (*Nike Shoes*, n.d.), but can frequently be found discounted at numerous third-party retailers both in-store and online.



**Vans**, owned by VF Corporation, is another major lifestyle footwear brand that offers a wide variety of offerings from its core canvas sneakers to other specialized sport-oriented footwear. Their footwear ranges from \$55 to \$500 (*Shoes & Sneakers*, n.d.) and can similarly be found discounted at third-party retailers. Both Vans and Nike brands offer personalization options for their shoes on their websites to offer an even wider diversity of offerings for their customers (*Customs*, n.d.; *Nike By You*, n.d.).



## **Key Industry Opportunities**

In the current footwear industry, there is a significant gap in offerings that combine style, sustainability, and durability in a way that truly meets the needs of eco-conscious consumers. Many existing brands provide sustainable options, but they often come with compromises on style versatility or durability, leading consumers to purchase multiple pairs to suit various needs. This fragmentation creates a "fast fashion" cycle within footwear, as consumers feel pressured to buy multiple products to achieve a complete, functional wardrobe. The problem is compounded by a lack of transparency about materials and production practices, leaving customers unsure of the true environmental impact of their purchases. The footwear market lacks an option that fully integrates sustainability with quality, versatility, and ethical transparency.

TREAD aims to solve this issue by offering a line of timeless, well-crafted footwear that reduces the need for multiple pairs. Our shoes are designed with durability and premium construction, allowing them to function as a versatile option that fits both formal and casual settings. We address the industry's lack of transparency by being open about our materials and manufacturing processes, using sustainable, high-quality alternatives that consumers can trust. This level of transparency is critical in building trust with eco-conscious customers who prioritize ethical purchasing decisions. By integrating these elements, TREAD creates a unique "blue ocean" opportunity, filling a gap for consumers who want one go-to, high-quality shoe that aligns with their values of sustainability and intentional living.



## **Target Customer**

To effectively reach and serve our target audience, TREAD focuses on eco-conscious consumers aged 25-40 who prioritize sustainability in their purchasing decisions. This customer segment aligns with five key demographic traits: they are primarily urban dwellers, hold at least a college degree, and earn a middle to upper-middle income, with a balance of male and female customers. Additionally, a significant portion of this audience is in dual-income households, which supports their purchasing power for quality, sustainably made products (Smith & Hill, 2022; Eco-Age, 2023).

Psychographically, our target customer values environmental responsibility and prefers brands that align with their ethical beliefs. They seek versatility in their purchases, aiming for items that serve multiple purposes and occasions (Weber, 2023). Their lifestyle emphasizes health and wellness, with a particular focus on low-impact activities such as walking, yoga, and cycling, which are conducive to the comfort of TREAD's footwear (Green Consumer Report, 2022). They also favor quality over quantity, viewing their purchases as investments that should last long-term. Finally, they are highly influenced by social media and recommendations from their network, prioritizing brands with transparent practices (Ethical Consumer, 2023).

TREAD's approach is tailored to meet this need through our range of low- and high-top sneakers, crafted with sustainable materials like cotton canvas and premium alternative leathers. We emphasize transparency in our sourcing and manufacturing processes, providing customers with clear information about our materials and practices. By offering versatile, eco-friendly footwear, we meet our audience's desire for responsible consumption while delivering stylish, durable options they can rely on. TREAD aligns with our target customer by offering eco-conscious, versatile footwear that complements their commitment to sustainability and



desire for quality over quantity. Our durable, minimalist designs support a "less is more" lifestyle, allowing customers to invest in stylish, long-lasting footwear for multiple occasions.

TREAD aligns with our target customer by offering eco-conscious, versatile footwear that complements their commitment to sustainability and desire for quality over quantity. Our durable, minimalist designs support a "less is more" lifestyle, allowing customers to invest in stylish, long-lasting footwear for multiple occasions.



## Brand Strategy

TREAD embodies the principles of sustainability, versatility, and timelessness, creating footwear that is designed to last while making a minimal impact on the environment. Our brand archetype is “The Explorer,” symbolizing our excitement to explore and create the best product for the consumer. TREAD exists to foster a lifestyle of conscious consumption, encouraging our customers to make fewer, higher-quality purchases that reduce their environmental footprint.

Our brand logo is simple and clean, it includes the T from TREAD with the recycle sign around it to replicate a tree silhouette. It is a modern yet grounded design that reflects our commitment to eco-conscious simplicity. The logo features the brand name in a strong Adobe Garamond Pro font, symbolizing durability and adaptability. Key colors include earthy greens and muted neutrals, such as Forest Green (#11470C) and Oat Beige, (#E8D394) creating a natural, calming aesthetic that appeals to our environmentally-conscious audience. The font selection emphasizes clarity and modernity, using a typeface that is both friendly and professional.

TREAD aligns with our target customer by providing them with versatile, long-lasting footwear that meets their ethical standards and lifestyle needs. Through sustainable materials and responsible practices, we offer them a product they can feel good about owning and wearing.







## **Pricing and Sales Strategies**

TREAD seeks to occupy part of the mass-market segment of the footwear industry. Our primary goal is to produce quality goods at a price that is priced in a way that strikes a balance between the financial needs of the company and the capabilities of our consumer. With our pricing and sales strategies, we are fulfilling our customer's desire for a high-quality, well-priced, and sustainable product without sacrificing our company's integrity with marketing gimmicks and frequent sales. Our three styles of shoes are priced between \$90-\$120 based on their construction and materials, ranging from our most affordable low-top, canvas sneaker to our more high-end alternative leather sneaker. With these prices, our gross profit percentage is 55%. The single and primary outlet for selling our product to the customer in the first year will be the online store on the TREAD website. Using a website allows us to be able to sell our product at any time and does not carry the same costs as operating a traditional brick and mortar store does. With a limited product line and control over the primary sales outlet, we plan for markdowns to only occur during planned sales events occurring quarterly throughout the financial year. We want to center these sales around holidays and events throughout the year that correlate with high-spending periods throughout the year and ones that reflect our company's values.



## **Proof of Market**

To test our proof of market, we will conduct market research and reach out to potential customers via social media through a pre-production marketing campaign. Through this campaign, we will direct potential customers to our website where they can sign up for an email sign-up to receive notifications on when our website will begin taking orders. This not only allows us to notify interested customers directly when our products will be available, but also allows us to collect information on our consumers and see how many people are interested in our product.



## **Advertising and Promotion**

### **Social Media (Instagram, TikTok):**

TREAD will use Instagram and TikTok to build brand awareness and connect with our target audience through visually compelling content and interactive campaigns. We'll share lifestyle-focused posts and reels that showcase the versatility and sustainable attributes of our footwear, using popular hashtags like #walkinaspecifiedway, #ilovemytread, and #treadconsiously and eco-conscious communities to increase reach. Additionally, we'll create short, educational videos on our materials, manufacturing process, and sustainability initiatives, aligning with the values of eco-conscious consumers who follow sustainable fashion influencers on these platforms. Regular and more frequent engagement, like Q&As and live product launches, will help foster a community and allow our followers to feel directly connected to TREAD's mission.

### **Email Campaign:**

Our email marketing strategy will focus on sharing updates, exclusive promotions, and insights into our sustainability practices. With segmented lists, we'll provide tailored content for first-time visitors, loyal customers, and environmentally-conscious subscribers interested in the latest in sustainable fashion. Emails will feature product stories and behind-the-scenes content about TREAD's materials and ethical sourcing, helping customers make informed decisions. Monthly newsletters will include eco-conscious lifestyle tips, exclusive early access to new collections, and reminders about special initiatives, like our recycling program, to drive engagement and reinforce our commitment to the environment.

### **Magazines:**



TREAD will target mainly digital magazines but will offer promotional physical magazines with a focus on sustainability, fashion, and lifestyle. Magazine features, especially in eco-conscious publications, will allow us to reach a broader audience that values quality and environmental responsibility. We aim to secure features in relevant publications that align with TREAD's values, positioning the brand as a stylish, sustainable alternative for conscious consumers. Our advertisements will use softer tones much like our color palette and minimalist natural layouts that align with TREAD's brand image, while editorial pieces will emphasize our ethical practices and dedication to high-quality, versatile footwear.

#### **Podcasts (Conscious Chatter, Wardrobe Crisis):**

To reach an engaged audience interested in sustainable fashion, TREAD will partner with podcasts like *Conscious Chatter* and *Wardrobe Crisis*. In each episode, a TREAD founder will discuss our mission, the eco-friendly materials we use, and our goals for a sustainable future. These discussions will provide listeners with an in-depth understanding of our brand ethos and the impact of our products. Additionally, TREAD will offer podcast-exclusive discount codes to listeners, encouraging engagement and conversion. As listeners of these shows often seek brands with transparency and ethical practices, TREAD's story will foster long-term brand-user loyalty.

#### **Collaboration with Deux Mains:**

A collaboration with Deux Mains, a brand known for its commitment to sustainable footwear and ethical production, would reinforce TREAD's mission of conscious fashion. Through a co-branded, limited-edition line, we'd combine TREAD's versatile designs with Deux Mains' expertise in handcrafted sustainable materials. The collaboration would be promoted on both brands' social media channels, emails, and websites, leveraging both audiences for increased visibility and credibility in the sustainable fashion market. This partnership would



highlight our shared commitment to reducing environmental impact while supporting ethical production.

Early Pairs Sent to Influencers:

To generate authentic excitement and visibility for TREAD's launch, we will send early pairs of our footwear to selected eco-conscious influencers who resonate with our brand's mission. Influencers who emphasize minimalism, quality, and sustainability, such as those focused on slow fashion or eco-friendly lifestyles, will help convey TREAD's values to a larger audience. These influencers can share unboxings, styling tips, and honest reviews of TREAD's footwear on their social platforms, boosting our credibility and encouraging followers to explore the brand. Influencer feedback will also allow us to refine our products and messaging, helping us better meet the needs of our eco-conscious audience.



## **Product Offering**

TREAD's product line will feature three distinct sneaker styles: a low-top canvas sneaker, a high-top canvas sneaker, and a higher-end, cactus leather sneaker. Each style will be available in two colorways, which will ensure a diverse selection that caters to a wide range of consumers and occasions. All offerings fall under the footwear category. This product range enables TREAD to appeal to a wide range of consumers who want to reflect their values around sustainability without compromising comfort or style. Whether transitioning from day to night or adapting to a professional setting, our low- and high-top sneakers, alongside the cactus leather option, offer the perfect combination of professionalism and performance to enhance the busy lifestyle of TREAD's consumers.



## **Suppliers**

### Eagle Fabrics

Eagle Fabrics is based out of Los Angeles, California. Eagle Fabrics specializes in custom, domestically produced natural fabrications, prioritizing environmental sustainability and quality throughout the manufacturing process. The key product TREAD will be purchasing is cotton canvas that will make up the upper sole of both the low- and high-top sneakers. Eagle Fabrics fabric prices range between \$6.95 and \$17.95 per one yard. Fabrics that are bought in large volumes are eligible for a discount of up to 20% off. Of TREAD's total product offering, this supplier will make up 33.33% of the materials. Of TREAD's opening inventory needs \$9,485 will be allocated to sourcing the cotton canvas used for the high and low top sneaker. TREAD's long-term product goal in relation to Eagle Fabrics is to expand TREAD's sneaker offering and source a larger amount or different colorways of the cotton canvas.

### Deux Mains

Deux Mains is based in Haiti, and its share of the total product offering will be 50% of the materials and 100% of the manufacturing. TREAD's soles will be created with recycled tires that Deux Mains pioneered, and Deux Mains will also manufacture all of TREAD's footwear. Deux Mains delivers innovative and sustainably centered materials and ethical manufacturing practices that are created with the utmost care for both the planet and the Haitian community. Deux Mains does not showcase the cost of manufacturing but their footwear goes for around \$100 - \$60. Since we are producing sneakers rather than footwear we have estimated a retail cost of around \$100. Of TREAD's opening inventory, \$14,372 will be allocated to Deux Mains to provide the tire soles for all of our footwear. Our long-term product goal is to expand our footwear product offering and manufacturing with Deux Mains to serve a larger variety of



consumers. Depending on consumer demand and feedback TREAD is looking to expand footwear into categories such as skateboarding formal wear, or even hiking boots.

#### Desserto Cactus Leather

Founded in Mexico in 2019, Desserto has become a trailblazer in sustainable materials by creating innovative cactus leather that combines performance with eco-friendliness. Grown in Zacatecas, the cactus used by Desserto produces a distinctive leather that serves both the consumer and automotive industries. Desserto's cactus leather will account for 16.66% of the total product offering, forming a key component of our sustainable footwear. Our primary purchase from Desserto is their signature cactus leather, priced at \$50 per 10 square feet, with opportunities for cheaper bulk pricing. Of the opening inventory, we have allocated \$4,788 toward sourcing this premium material for TREAD's performance shoe. Looking ahead, TREAD is committed to expanding its product lineup with Desserto, aiming to offer a wider range of performance footwear crafted from cactus leather.





## Location Overview

Our online e-commerce space will be designed to create a seamless, user-friendly experience that aligns with the eco-conscious and quality-focused values of our target customers. Studies show that customers value clear and efficient navigation, especially when browsing for sustainable products, as it aids in decision-making (Jones & Kim, 2023). We'll organize the website layout intuitively, allowing customers to browse by style and material, while product pages will feature high-quality images and detailed descriptions that highlight TREAD's sustainable practices and materials (Green Consumer Report, 2022). Interactive elements like 360-degree product views and sizing guides enhance user experience, meeting consumers' preferences for virtual try-ons, which have become increasingly popular in e-commerce (Smith, 2022). Furthermore, educational content on our environmental impact aligns with the need for transparency that 80% of eco-conscious customers demand (Sustainable Shopper Insights, 2023). At checkout, we'll offer options for eco-friendly packaging, which 76% of environmentally-aware shoppers prefer (Eco Packaging Report, 2023).

Our visual merchandising strategy for the e-commerce site will reflect TREAD's minimalist, eco-friendly brand aesthetic. Simple, nature-inspired color palettes and uncluttered designs enhance the appeal of sustainable brands, improving customer satisfaction and perception of quality (Weber, 2024). Therefore, we'll use earthy greens and warm neutrals to create a cohesive brand experience across all platforms. The clean, uncluttered layout will keep the product as the focal point, and engaging visuals will showcase the versatility of each style. Incorporating negative space, crisp photography, and simple typography supports our



sustainable, timeless brand essence, aligning with the visual preferences of eco-conscious consumers (Moore, 2023).





## **Partnership's Unique Value Proposition**

Our partnership brings together supply management optimization, innovative marketing, and financial acumen. With Lindsey's supply management expertise ensuring high-quality products and accurate inventory fulfillment, Sydney's marketing strategies promoting our mission to a broad audience, and Ian's financial leadership driving responsible growth, our partnership has the essential elements to create a successful sustainable business. Together we are dedicated to establishing TREAD as a leader in the footwear industry.



## Staffing Overview

In addition to the founders, our company will require a small, efficient team to help us scale and ensure smooth operations. In total three employees will be required. First, TREAD will hire a part-time supply management assistant that will work under Lindsey and receive an hourly rate of USD 17. This role will be in charge of supporting the planning and forecasting of inventory based on consumer demand as well as overseeing the fulfillment of purchase orders. Next, a part-time e-commerce specialist will also be hired who will work under Sydney and receive an hourly wage of \$16 USD. This role will be in charge of posting new product listings, addressing customer concerns, and using a CRM to track consumer data such as bounce rates, average time spent on each page, device used, consumer age and location, etc. They will contact Sydney directly to report insights or concerns to address. Lastly, a part-time logistics specialist will be hired to manage warehouse product and supplies inventory who will also work under Lindsey.

Each founder will play a crucial role in the company's early development. **Lindsey Davis**, as Head of Supply Management, will lead the charge of purchase orders and direct communication with suppliers and manufacturers. **Sydney Koval**, as Digital Marketing Specialist, will manage our online presence, e-commerce platform, and customer engagement efforts to build a strong, loyal customer base. **Ian Yelverton**, as Lead Financial Planner, will focus on financial planning, budgeting, and investment strategies to ensure the company remains profitable while scaling responsibly. Initially, each founder will receive a base salary of \$35,000 with the potential of raises depending on profits.



TREAD's first hire will be a Logistics Specialist. This pivotal role will be based at our Richmond inventory warehouse and will oversee all aspects of inventory management. Responsibilities include receiving and organizing inventory, packing, and shipping customer orders, monitoring supply levels, and collaborating with Lindsey to communicate needs. Additionally, the specialist will log fill rates to ensure operational accuracy and efficiency. This is a part-time position, requiring approximately 30 hours per week, with an hourly wage of \$17. We also offer an annual bonus for achieving a fill rate of 95% or higher, rewarding exceptional performance and commitment to excellence.



## Financial Plan

FIRST-YEAR SALES PLAN	
Store Location: E-commerce website	
Estimated # of visitors to website each day	350
Conversion Rate (% of clients that make a purchase)	0.025
Sales/Day	9
Average \$/Sale	\$100
Dollar value of each day's sales	\$875
Number days open each year	365
Annual Sales	\$319,375
Sales per Square Foot	
Total square footage	1,297
Selling square footage	1,297
Annual Sales/Selling Square Footage	246
Revised sales plan:	
<i>The 350 daily visitors indicate a moderate level of web traffic. With a <b>2.5% conversion rate</b>, the site is performing within the standard range for e-commerce, converting a reasonable portion of visitors into paying customers. This results in <b>9 sales per day</b>, which aligns with the expected conversion rate and visitor count. The \$100 average sale suggests a mid-range pricing strategy, which is reflective of the product offerings and target market. Daily revenue reaches \$875, leading to annual sales of \$319,375 based on 365 operational days, which is a solid revenue figure for a small to mid-sized e-commerce business. These numbers prove a steady performance with an ongoing opportunity for growth in the industry.</i>	



FIXED COSTS - Year 1		
COST CATEGORY	ANNUAL EXPENSES	% OF SALES PLAN
Staffing (payroll, wages)	\$159,600	50.0%
Payroll taxes	\$12,209	3.8%
Rent	\$36,000	11.3%
Utilities (electric, water)	\$26,458	8.3%
Maintenance and repairs	\$1,200	0.4%
Security	\$240	0.1%
Telephone/Fax	\$0	0.0%
Internet	\$1,080	0.3%
Website	\$624	0.2%
Returns Services	\$1,200	0.4%
Insurance	\$684	0.2%
Supplies and postage	\$6,540	2.0%
Marketing/Advertising	\$25,500	8.0%
Accounting/Bookkeeping	\$1,200	0.4%
Legal Services	\$600	0.2%
Miscellaneous	\$1,200	0.4%
<b>TOTAL EXPENSES</b>	<b>\$274,335</b>	<b>85.9%</b>
<b>Projected Revenue Year 1</b>	<b>\$319,375</b>	

SALES AND GROSS PROFIT							
Criteria	CAT 1	CAT 1MD	CAT 2	CAT 2 MD	CAT 3	CAT 3 MD	TOTAL
1 Annual Sales %	33.75%	11.25%	28.00%	7.00%	17.00%	3.00%	100%
2 Annual Sales \$	\$107,789	\$35,930	\$89,425	\$22,356	\$54,294	\$9,581	\$319,375
Avg Markup %	60.0%	52.9%	58.0%	50.6%	55.0%	50.0%	
Avg Cost %	40.0%	47.1%	42.0%	49.4%	45.0%	50.0%	
3 Avg cost each	\$36.00	\$36.00	\$39.90	\$39.90	\$54.00	\$54.00	
4 Workroom Costs	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75	
5 TOTAL COST EACH	\$37.75	\$37.75	\$41.65	\$41.65	\$55.75	\$55.75	
6 Avg retail each	\$90.00	\$76.50	\$95.00	\$80.75	\$120.00	\$108.00	
7 Gross Profit \$ each	\$52.25	\$38.75	\$53.35	\$39.10	\$64.25	\$52.25	
8 Gross Profit % each	58.1%	50.7%	56.2%	48.4%	53.5%	48.4%	
9 Reciprocal %	41.9%	N/A	43.8%	N/A	46.5%	N/A	
TOTAL GROSS PROFIT	\$62,578	\$18,200	\$50,219	\$10,825	\$29,070	\$4,635	\$175,527
GROSS PROFIT %							55.0%







**SALES AND GROSS PROFIT EXERCISE ASSUMPTIONS**  
**(Based on an Annual First-Year Sales Plan of \$319,375)**

**PART A: Category % of total annual planned sales**

<b>CATEGORY NAME</b>	<b>PLANNED PERCENT</b>	<b>PLANNED DOLLARS</b>		
Low-top sneaker	45%	\$143,718.75		
High-top sneaker	35%	\$111,781.25		
Premium sneaker	20%	\$63,875.00		
<b>TOTALS</b>	<b>100%</b>	<b>\$319,375.00</b>		

**PART B: By Category, % of Sales for Regular Price vs. Markdown Price**

<b>CATEGORY NAME</b>	<b>REGULAR-PRICED SALES %</b>	<b>REGULAR-PRICED SALES \$</b>	<b>MARKDOWN SALES %</b>	<b>MARKDOWN SALES \$</b>
Low-top sneaker	75%	\$107,789.06	25%	\$35,929.69
High-top sneaker	80%	\$89,425.00	20%	\$22,356.25
Premium sneaker	85%	\$54,293.75	15%	\$9,581.25
<b>TOTALS</b>		<b>\$251,507.81</b>		<b>\$67,867.19</b>

**PART C: By Category, Average Percent Reduction for All Markdown Sales (Promotional plus Permanent)**

<b>CATEGORY NAME</b>	<b>AVERAGE REGULAR PRICED</b>	<b>AVERAGE % REDUCTION</b>	<b>AVERAGE MARKDOWN PRICE</b>	
Low-top sneaker	\$90.00	15%	\$76.50	
High-top sneaker	\$95.00	15%	\$80.75	
Premium sneaker	\$120.00	10%	\$108.00	



MONTHLY SALES PLAN			
MONTH	% OF TOTAL YEAR SALES	SALES PLAN	JUSTIFICATION
June	8.6%	\$27,466	This is TREAD's first open month so there is a lot of online traffic and orders coming through!
July	8.2%	\$26,189	Sales slightly dip after the first month.
August	8.3%	\$26,508	August is an average month but also marks the beginning of the back to school sale.
September	8.6%	\$27,466	September sees a small increase in sales that can be attributed to TREAD's back to school student discount!
October	8.2%	\$26,189	After the back-to-school discount closes October sees an average month of sales.
November	9.6%	\$30,660	November is a large month due to holiday buying and Black Friday in which a sale is run.
December	9.0%	\$28,744	December also sees a good amount of sales as holiday buying/gifting continues.
January	7.2%	\$22,995	Post-holiday season the store will see a heavier than average amount of returns as well as exchanges.
February	7.5%	\$23,953	Another below-average month as more returns trickle in from the holidays.
March	8.5%	\$27,147	An end-of-season sale will be run for two weeks, which will increase the monthly sales.
April	7.9%	\$25,231	After the sale ends, orders start to slow again and April is a below average month.
May	8.4%	\$26,828	As TREAD reaches the end of its first year, a sample sale will be held to get out the last of inventory before a new collection is released in June.
	100.0%	<b>\$319,375</b>	



BREAKEVEN ANALYSIS	
Annual Sales	\$319,375
Annual Fixed Costs	\$273,785
Gross Profit %	55.0%
Breakeven Sales (Annual Fixed Costs / GP%)	\$498,159
Sales Over Breakeven (Annual Sales - Breakeven Sales)	-\$178,784
Profit Dollars (Sales Over Breakeven x GP%)	-\$98,259

PROFIT AND LOSS STATEMENT														
	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	Total	% of Annual Sales
Income														
Net Sales	27,466	26,189	26,508	27,466	26,189	30,660	28,744	22,995	23,953	27,147	25,231	26,828	319,375	100.00%
Cost of Goods sold	12,371	11,796	11,939	12,371	11,796	13,809	12,946	10,357	10,789	12,227	11,364	12,083	143,848	45.0%
Gross Profit	15,095	14,393	14,569	15,095	14,393	16,851	15,797	12,638	13,165	14,920	13,867	14,744	175,527	55.0%
Itemized Expenses														
Staffing & Payroll	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	54,600	17.1%
Owner #1's Salary	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000	11.0%
Owner #2's Salary	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000	11.0%
Owner #3's Salary	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000	11.0%
Payroll taxes	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	12,209	3.8%
Rent	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000	11.3%
Utilities	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	2,204.83	26,458	8.3%
Maintenance	100	100	100	100	100	100	100	100	100	100	100	100	1,200	0.4%
Security	20	20	20	20	20	20	20	20	20	20	20	20	240	0.1%
Internet	90	90	90	90	90	90	90	90	90	90	90	90	1,080	0.3%
Website	52	52	52	52	52	52	52	52	52	52	52	52	624	0.2%
Returns Services	100	100	100	100	100	100	100	100	100	100	100	100	1,200	0.4%
Insurance	57	57	57	57	57	57	57	57	57	57	57	57	684	0.2%
Supplies & Postage	545	545	545	545	545	545	545	545	545	545	545	545	6,540	2.0%
Marketing	2,129	2,129	2,129	2,129	2,129	2,129	2,129	2,129	2,129	2,129	2,129	2,129	25,550	8.0%
Accounting	100	100	100	100	100	100	100	100	100	100	100	100	1,200	0.4%
Legal	50	50	50	50	50	50	50	50	50	50	50	50	600	0.2%
Banking Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Miscellaneous	100	100	100	100	100	100	100	100	100	100	100	100	1,200	0.4%
Total Expenses	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	274,385	85.9%
Net Profit/ Loss	-7,770	-8,472	-8,297	-7,770	-8,472	-6,015	-7,068	-10,228	-9,701	-7,946	-8,999	-8,121	-98,859	-31.0%





### **Profit and Loss Justifications**

Although TREAD is making a gross profit percentage of 55% our monthly expenses ultimately lead to a net profit/loss of -31.0%. With that being said though businesses typically do not turn a profit within the first year so this result is not unusual. Strategic decisions were made to keep monthly expenses down such as choosing to hire part-time employees rather than full-time employees. Starting out as a strictly e-commerce business has also helped minimize monthly expenses as TREAD does not have to pay for rent on a brick-and-mortar location or retail employees. With these strategies in place and as TREAD builds a loyal consumer base, turning a profit within two to three years is within reach.



PRE-OPENING CAPITAL SPENDING PLAN	
Pre-Opening EXPENSE ITEMS	BUDGETED DOLLARS
Rent	\$6,000
Security	\$3,000
Utilities (Electric, water)	\$4,410
Internet	\$180
Insurance deposit	\$57
Supplies/postage	\$1,090
Advertising/marketing	\$5,000
Banking services	\$500
Legal advice	\$1,000
Accounting/bookkeeping	\$200
<b>TOTAL</b>	<b>\$21,437</b>
<b>CAPITAL ITEMS</b>	
Inventory	\$28,744
<b>TOTAL</b>	<b>\$28,744</b>
<b>GRAND TOTAL</b>	<b>\$50,181</b>

### Pre-Opening Justifications

TREAD's start up expenses are relatively low due to not having to purchase a POS system, a telephone, furniture, or a store sign. In terms of pre-opening expenses, the majority of the start-up expenses are going towards two months of rent for an inventory warehouse, the installation of a security system, two months of warehouse utilities, and advertising and marketing. Other smaller expenses include internet, supplies and postage, and two months of accounting. All pre-opening expenses ended up costing \$19,880. For capital items the only thing TREAD had to purchase was the opening inventory at \$28,744. In total TREAD's start-up expenses are \$50,181



CASH FLOW FORECAST													
	PREOPENING	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRILE	TOTAL
<b>CASH IN</b>													
Cash on Hand	\$100,000	\$182,535	\$184,228	\$182,143	\$154,134	\$153,327	\$124,998	\$127,384	\$101,611	\$96,332	\$65,768	\$64,641	\$35,354
Loan	\$150,000												
Line of Credit*													\$0
Net Sales		\$27,466	\$26,189	\$26,508	\$27,466	\$26,189	\$30,660	\$28,744	\$22,995	\$23,953	\$27,147	\$25,231	\$26,828
<b>TOTAL CASH ON HAND</b>	<b>\$250,000</b>	<b>\$210,002</b>	<b>\$210,417</b>	<b>\$208,651</b>	<b>\$181,600</b>	<b>\$179,515</b>	<b>\$155,658</b>	<b>\$156,128</b>	<b>\$124,606</b>	<b>\$120,285</b>	<b>\$92,914</b>	<b>\$89,872</b>	<b>\$179,1830</b>
<b>CASH OUT</b>													
<b>Itemized Fixed Expenses</b>													
Staffing		\$4,550	\$4,550	\$4,550	\$4,550	\$4,550	\$4,550	\$4,550	\$4,550	\$4,550	\$4,550	\$4,550	\$54,600
Owner 1 Salary	\$5,834	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917
Owner 2 Salary	\$5,834	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917
Owner 3 Salary	\$5,834	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917
Payroll taxes	\$1,339	\$1,018	\$1,018	\$1,018	\$1,018	\$1,018	\$1,018	\$1,018	\$1,018	\$1,018	\$1,018	\$1,018	\$13,549
Rent	\$6,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$42,000
Utilities (Electric, water)	\$4,410	\$2,204	\$2,204	\$2,204	\$2,204	\$2,204	\$2,204	\$2,204	\$2,204	\$2,204	\$2,204	\$2,204	\$30,858
Maintenance		\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Internet	\$180	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$90	\$1,260
Security	\$3,000	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$3,240
Banking													\$0
Insurance		\$57	\$57	\$57	\$57	\$57	\$57	\$57	\$57	\$57	\$57	\$57	\$684
Supp/post	\$1,090	\$545	\$545	\$545	\$545	\$545	\$545	\$545	\$545	\$545	\$545	\$545	\$7,630
Marketing	\$5,000	\$2,125	\$2,125	\$2,125	\$2,125	\$2,125	\$2,125	\$2,125	\$2,125	\$2,125	\$2,125	\$2,125	\$30,500
Accounting	\$200	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,400
Legal													\$0
Misc		\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$2,300
<b>Total Fixed Expenses</b>	<b>\$38,721</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$22,660</b>	<b>\$311,735</b>
<b>Itemized Capital Expenses</b>													
Inventory	\$28,744			\$28,744		\$28,744		\$28,744		\$28,744		\$28,744	\$172,464
<b>Total Capital Expenses</b>	<b>\$28,744</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,744</b>	<b>\$0</b>	<b>\$28,744</b>	<b>\$0</b>	<b>\$28,744</b>	<b>\$0</b>	<b>\$28,744</b>	<b>\$0</b>	<b>\$28,744</b>	<b>\$172,464</b>
<b>Debt Payments</b>													
Loan Repayment		\$3,114	\$3,114	\$3,114	\$3,114	\$3,114	\$3,114	\$3,114	\$3,114	\$3,114	\$3,114	\$3,114	\$37,368
LOC Repayment													\$0
<b>Total Debt Payments</b>	<b>\$0</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$3,114</b>	<b>\$37,368</b>
<b>Owner's Draw</b>													
Owner 1 Draw			\$1,250		\$1,250				\$1,250				\$1,250
Owner 2 Draw			\$1,250		\$1,250				\$1,250				\$1,250
Owner 3 Draw			\$1,250		\$1,250				\$1,250				\$1,250
<b>Total Owner's Draw</b>		<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$15,000</b>
<b>TOTAL CASH PMTS</b>	<b>\$67,465</b>	<b>\$25,774</b>	<b>\$28,274</b>	<b>\$54,518</b>	<b>\$28,274</b>	<b>\$54,518</b>	<b>\$28,274</b>	<b>\$54,518</b>	<b>\$28,274</b>	<b>\$54,518</b>	<b>\$28,274</b>	<b>\$54,518</b>	<b>\$536,567</b>
<b>End of Month CASH</b>	<b>\$182,535</b>	<b>\$184,228</b>	<b>\$182,143</b>	<b>\$154,134</b>	<b>\$153,327</b>	<b>\$124,998</b>	<b>\$127,384</b>	<b>\$101,611</b>	<b>\$96,332</b>	<b>\$65,768</b>	<b>\$64,641</b>	<b>\$35,354</b>	<b>\$32,808</b>



## Cash Flow Justifications

TREAD began with \$100,000 cash on hand, as well as a loan of \$150,000 which gave TREAD a total of \$250,000 to go into the business. The loan was taken out to ensure that TREAD could begin the first year of operations with plenty of cash in hand due to high pre-opening and first year expenses. After paying pre-opening fixed expenses and capital expenses, TREAD went into the first month of business with \$180,778 cash on hand. Starting in June, a loan payment of \$3,114 will be made each month over the course of 5 years with an interest rate of 9%.

A new expense in the cash flow chart is the owner's draw in which it was decided every other month  $\frac{2}{3}$  owners will withdraw \$1,250 each which will result in each owner receiving an extra \$5,000 of income over the course of the year. This was decided to slightly help in supplementing the owners income. TREAD will experience five turns per year in which new inventory will be purchased in August, October, December, February, and April. At the end of the year in May Tread is left with \$31,551 cash on hand.





Appendix - A: Marketing Plan Forms

2024 TREAD MARKETING CALENDAR												
	June	July	August	September	October	November	December	January	February	March	April	May
Key Holidays												
Date	TREAD Opening Day	4th of July 7/4	Back to School 8/15	Back to School 9/8		Black Friday 11/30/2024	Cyber Monday 12/2	New Years Day 1/1	Valentines Day 2/14	End of Season Sale 3/14	Earth Day 4/22	Sample Sale 5/5/25
Paid Ads - Magazine												
Date	6/1		8/15			11/15				03/03		05/01
Cost	\$2,000	\$0	\$2,000	\$0	\$0	\$2,000	\$0	\$0	\$0	\$2,000	\$0	\$2,000
Editorial Coverage												
Date	6/1		8/15			11/15				03/03		05/01
Email Campaigns												
Date - Every Monday	6/2, 6/9, 6/16, 6/23, 6/30	7/7, 7/14, 7/21, 7/28	8/4, 8/11, 8/18, 8/25	9/1, 9/8, 9/15, 9/22, 9/29	10/6, 10/13, 10/20, 10/27	11/3, 11/10, 11/17, 11/24	12/1, 12/8, 12/15, 12/22	01/5, 01/12, 12/19, 12/26	2/2, 2/9, 2/16, 2/23	2/2, 2/9, 2/16, 2/23, 2/30	3/6, 3/13, 3/20, 3/27	4/4, 4/11, 4/18, 4/25
Podcast												
Date: The second Monday each month	6/9	07/14	08/11	09/08	10/13	11/10	12/8	1/12	2/9	3/9	4/13	5/11
Cost	1000 (Start up cost)	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Paid Ads - Instagram												
Date	6/1, 6/12, 6/26	7/1, 7/17, 7/31	8/1, 8/14, 8/28	9/2, 9/9, 9/25	10/2, 10/16, 10/30	11/6, 11/18, 11/29	12/4, 12/13, 12/24	1/1, 1/15, 1/29	2/4, 2/14, 2/25	3/3, 3/17, 3/31	4/1, 4/15, 4/29	5/5, 5/22, 5/30
Cost	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Social Media												
Date: 2-3x a Week	6/10, 6/13, 6/20, 6/27	7/1, 7/4, 7/8, 7/11, 7/15	8/1, 8/4, 7/8, 8/11, 8/15	9/2, 9/5, 9/9, 9/12, 9/16	10/2, 10/5, 10/9, 10/12	11/1, 11/5, 11/8, 11/12	12/2, 12/5, 12/9, 12/12	1/2, 1/6, 1/9, 1/12, 1/15	2/3, 2/6, 2/10, 2/13, 2/17	3/3, 3/6, 3/10, 3/13, 3/17	4/1, 4/4, 4/7, 4/10, 4/14	5/1, 5/5, 5/7, 5/12, 5/15

sun	mon	tues	wed	thurs	fri	sat
					01. Social Media	02.
03.	04. Email Campaigns	05. Social Media	06.	07. Social Media	08.	09.
10. Social Media	11. Podcast Email Campaigns	12.	13. Social Media	14.	15. Social Media	16.
17. Social Media	18. Email Campaigns	19.	20. Social Media	21.	22.	23. Social Media
24.	25. Email Campaigns	26. Social Media	27.	28. Social Media	29.	30.
31. Social Media						

PRE-OPENING  
MONTHLY  
CONTENT  
CALENDAR

May  
/2024

Marketing Content

Paid Ads - Magazine

Editorial Coverage

Email Campaigns

Social Media

Paid Ads - Online

Podcast

Associated Costs

Podcast

 : \$1,000 startup cost

Social Media

 : \$0

Email Campaigns

 : \$45 a month

05





## *Journal Entry*

*6:30 AM*

My alarm goes off, and I'm up to start my day with a morning run. Living in the city has its perks, but life here can get hectic. These early workouts are my chance to clear my head and plan out the day. Afterward, I usually cool down with a few stretches on my balcony, taking in the fresh air before the city gets busy.

*8:00 AM*

After a shower, I grab my coffee and walk to my office job in digital marketing. I like to listen to podcasts on my commute—today, it's an episode of *\*Conscious Chatter\**. They're talking about sustainable brands and how to make mindful shopping choices, which reminds me to check out some of the eco-friendly brands I've been meaning to explore. I'm trying to stick to my goal of buying fewer, quality pieces that will last.

*12:30 PM*

Lunch break! I head to a local vegan café with my coworker Emma. She's as interested in sustainability as I am, and we often end up talking about ways to reduce our footprint. She tells me about a thrift store she recently found that focuses on upcycled pieces. I've been on the lookout for a few new items, so I made a mental note to check it out.

*3:00 PM*

I take a quick break from work to scroll through Instagram, checking out some eco-conscious





influencers and minimalism pages. Seeing posts about sustainable practices and people simplifying their lives is always inspiring. It keeps me focused on my goal of reducing clutter and waste, and I get ideas for how to keep my life streamlined and intentional.

*6:30 PM*

After work, I meet up with some friends for dinner. I keep my style casual yet polished—jeans and a button-down, with sneakers that can go from work to dinner effortlessly. It feels great to know that I’m sticking to pieces that are versatile and well-made, helping me build a wardrobe that’s low on quantity but high on quality.

*9:00 PM*

Back home, I unwind by browsing for some sustainable lifestyle blogs. I’m always looking for practical tips on reducing waste or finding minimalist design ideas. It’s a nice way to end the day, and it reminds me of the bigger picture—how I want to keep working toward a life that’s focused on the things that matter, both for me and the planet. Before bed, I set out my clothes for tomorrow, appreciating how my choices are starting to reflect my values.

Meet Mark. Mark is our ideal customer avatar, representing a mindful, eco-conscious consumer in his early 30’s who lives in a bustling city and works in a creative or digital field like marketing. He values quality and sustainability over quantity, aiming to live a lifestyle that’s aligned with his values of simplicity, durability, and minimal environmental impact. Mark is a forward-thinking individual who follows sustainable fashion trends, keeps up with environmental news, and makes an effort to reduce waste in his everyday life.

In terms of demographics, Mark has a consistent income of \$78,000 that allows him to invest in quality pieces and sustainable brands, but he’s careful with his spending, aiming to



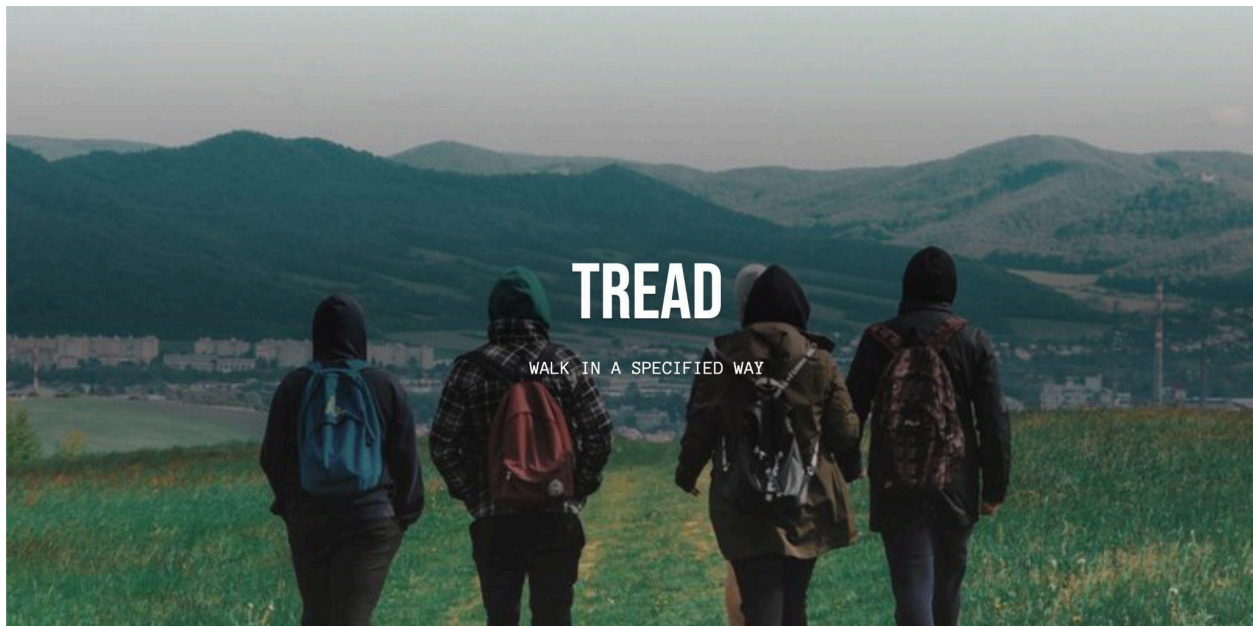
curate a minimal yet versatile wardrobe. Psychographically, he prioritizes authenticity, transparency, and innovation from the brands he chooses. Mark is attracted to clean, minimalist aesthetics and appreciates brands that create products he can seamlessly transition from work to social settings. He's digitally savvy, regularly engaging with eco-conscious influencers on social media and podcasts that discuss sustainability, minimalist living, and responsible consumerism.



## Appendix - B: Merchandising Plan







## OUR STORY

At TREAD, we believe that every step should leave a positive impact—not just on your path, but on the planet. Born from a passion for sustainability and a commitment to ethical practices, TREAD is more than a footwear brand; it's a movement towards a better, more mindful future.

With TREAD, you're not just buying shoes; you're joining a community that believes in walking lighter, treading softer, and stepping toward a sustainable future. Together, we're proving that every step matters, we're building a more conscious world—one shoe at a time.



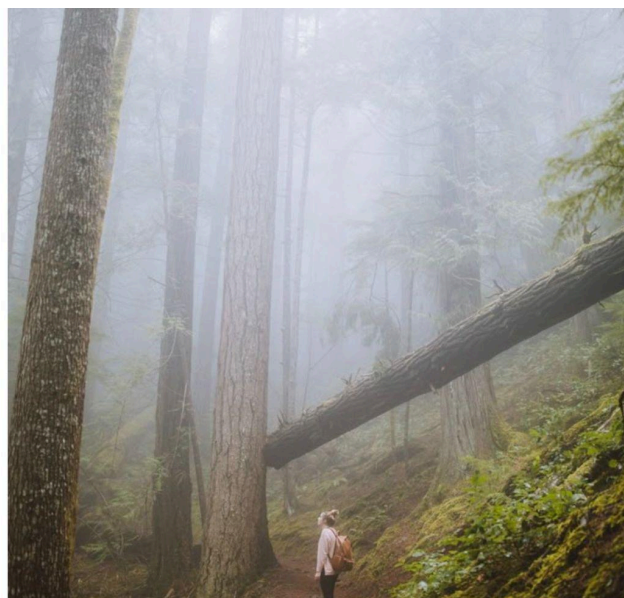
## OUR SHOES:

Our shoes are not just shoes, they are created ethically and mindfully for comfort and long term wear. Featured to the left are mock ups of our planned shoe designs, including our logo.

## WANTING MORE?

### CONTACT US!

TREAD was born from the shared dream of three passionate senior fashion merchandising majors: Lindsey Davis, Sydney Koval, and Ian Yelverton. As we studied the fashion industry, we saw firsthand the impact of waste and pollution on the environment. It ignited a deep desire within us to make a difference. Driven by our love for fashion and a commitment to the salvation of the Earth, we realized we could turn discarded







## **Appendix - C: Personnel and Management Plan Documents**

### ***Class Partnership Agreement***

This is an agreement between Ian, Sydney, and Lindsey outlining the collaborative work environment and expectations for the final project (Business Plan) for FASH 445.

This agreement is valid for the 2024 semester.

#### **Each partner will contribute the following to the final project:**

- Communication (daily communication in order to produce quality work and ensure teammates understand procedures)
- Effort (Producing work that is of high quality and matches the expectations of the project and team expectations)
- Creativity (Contribute ideas and be engaged with the project)
- Open-mindedness (We will not shut down other opinions and will use majority rule to make major decisions)

#### **Meeting times and places will be decided in the following way:**

Based on group availability, our standard meeting day and time is Tuesday directly after Fashion Entrepreneurship in the Pollack building or the library. This day and time are subject to change depending on group availability and project demand.

#### **If a partner cannot make a meeting, our agreed cancelation policy is:**

The partner should communicate at least a couple of hours before the meeting. If they are able to join through Zoom that is preferable.

**In the case that one partner falls behind in his/her contribution to the final project, we agree to take the following course of action.**



The partner is expected to communicate by text message or email at least half a day in advance before the project or homework is due in order to allow the rest of the team time to complete the work on time. If this is a repeated action, the team will reset expectations and have a conversation with said partner. If expectations are still not fulfilled, the team has the right to approach the professor.

Signed (***Sydney Koval***) Sydney Koval on 9/9/24

Signed (***Lindsey Davis***) Lindsey Davis on 9/9/24

Signed (***Ian Yelverton***) Ian Yelverton on 9/9/24



## Personal Resumes

### Lindsey Davis

(304)-362-3549 | davisl13@vcu.edu | Boston, Massachusetts

#### SKILLS

##### Technical:

Adobe Creative Cloud, Microsoft Office, Squarespace, R/RCommander, Cloud Connect, CLO 3D, Retail Math, Google Analytics

##### Transferable:

Detail-Oriented, Leadership, Inventory Management, Collaboration, Communication, Marketing Research, Data-Analysis

#### EDUCATION

##### Virginia Commonwealth University

Bachelor of Arts, Fashion Merchandising

Minor, Business

- GPA 3.96
- Summa Cum Laude

Richmond, Virginia

Graduation December 2024

##### Santa Reparata International School of Art

Study Abroad Program

Florence, Italy

May 2023 – July 2023

#### EXPERIENCE

##### Anthropologie

###### Omni Specialist

Spearheaded omnichannel operations, managing the fulfillment of up to 700 customer orders weekly. Optimized inventory flow by overseeing backstock processes and executing inventory transfers; collaborated with the store manager to fulfill monthly supply needs for operational efficiency.

Richmond, Virginia

August 2024 – Present

##### Retail Associate

Elevated the in-store customer experience, contributing to daily revenues exceeding \$30,000. Enhanced visual appeal and customer engagement by expertly merchandising and strategically placing new inventory.

September 2022 – August 2024

##### BitterSweet Boutique

###### Social Media and Buying Intern

Developed and executed social media campaigns, boosting engagement by 15%. Conducted an in-depth FW24 trend analysis, ensuring an on-trend inventory selection. Curated and merchandised all incoming products on Shopify.

Richmond, Virginia

May 2024 – September 2024

#### EXTRA CURRICULARS

##### Her Campus VCU

###### Head of Video Content Team

Led a team of 7 in developing and executing a content posting schedule that is trend-driven content and has increased views and likes.

Richmond, Virginia

September 2024 – Present

##### Marketing Operations

Facilitated collaborations and giveaways with high-profile brands.

September 2023 – September 2024

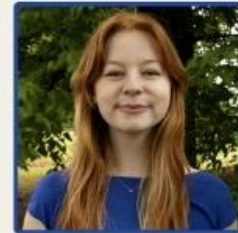


# SYDNEY KOVAL

## Sustainable and Ethical Fashion Advocate

(434)-326-8884

Sydneykoyal27@gmail.com



Pursuing a Bachelor's of Arts degree at Virginia Commonwealth University in Fashion Merchandising with a concentration in Sustainable Product Development through The Da Vinci Center

**Great Outdoor Provisions Company**  
Sales Associate Barracks Road,  
Charlottesville, VA

May 2022-Present

- Gained higher knowledge in sustainable retail practices including hands-on experience with natural and circular textiles.
- Grew proficiently in visual merchandising.
- Assisted manager with company social media presence.
- Formed new customer-company relationships through communicating and bonding with the customers.

*Research Study Abroad to Oaxaca,  
Mexico*

June 9, 2024-July 5, 2024

- Researched sustainable textile development and practices by learning from Indigenous artisans.
- Developed a zero waste garment based on the life cycle of the Oaxaca silk worm.
- Collaborated in an interdisciplinary classroom setting.

**Ink Magazine General Staff/Creative  
Director** Richmond, VA

August 2022- April 2023

- Creative director for (name of magazine photoshoot)
- Stylist for (number of shoots)
- Created various graphic article and magazine covers using Adobe Illustrator and Photoshop.
- Authored "article name".
- Reached out to local brands and event managers.

**American Eagle Outfitters Sales  
Associate** Barracks Road,  
Charlottesville, VA

June 2021-August 2021

- Acquired skills to understand a customer's need and to help grow conversion at the store.
- Learned visual merchandising tactics.
- Folded and restocked clothing and other products according to company procedure.
- Proficient work at point of sale
- Routinely participated in inventory reset and floor setting.

## SKILLS

*Communication*

I enjoy communicating with customers and helping them as much as I can. I am eager to connect with the consumer to ensure their needs will be met.

*Adobe Illustrator and Photoshop*

Reference my portfolio for samples of my graphic design work.

*Excel*

I have learned through my education how to successfully interpret market spreadsheets and I have become proficient in Microsoft Excel.

*Creative Innovation and Visual  
Merchandising*

I am passionate about product innovation and design and have become skilled in Visual Merchandising.



## Ian Yelverton

### Ian Yelverton

yelvertian@gmail.com | 571.344.3369  
yelvertonia.com | linkedin.com/in/yelvertonia/

#### EDUCATION

**Virginia Commonwealth University**

September 2020 – May 2024

*Bachelor of Fine Arts, Fashion Merchandising*

#### STUDENT ORGANIZATIONS

##### **VCU Fashion Department Student Advisory Board**

- Cooperated with senior and peer members of the VCU Fashion Department to highlight grievances within the department and formulate solutions that would address those issues.

##### **Studio325**

- Advised mentee members of the VCU Fashion Department with concerns surrounding campus culture and studies.
- Engaged in philanthropic and career development activities.

#### PROFESSIONAL EXPERIENCE

##### **Cee Blues Antiques & Vintage Clothing**

February 2023 – Ongoing

*Retail Sales Associate & Assistant Buyer*

- Assisted in planning and curating assortments of in-season merchandise for brick-and-mortar and online storefronts that reflected customer demand and performance.
- Fashioned visual displays that support the vision and character of the company.
- Collaborated with management in the researching, buying, and procuring of merchandise.
- Negotiated with merchandise vendors on pricing that reflected the needs of both sides and worked jointly with management on collection of Return to Vendor (RTV) and Mark Down Dollar Allowance (MDA) money.

##### **Rostov's Coffee and Tea**

February 2022 – February 2023

*Retail Sales Associate & Barista*

- Engaged with customers' unique needs utilizing familiarity with product selection to assist them finding the best product or solution for them.
- Set up Point-of Sale (POS) systems for operation and reconciled projections and hardmarks after each workday.
- Maintained a clean and organized workspace that met company and legal standards.

##### **Calvin Klein**

October 2019 – September 2021

*Retail Sales Associate*

- Analyzed customer input to drive sales and achieve gross margin goals set by the company.
- Aligned visual marketing directives with promotions and brand standards.

#### ACTIONABLE SKILLS

- Microsoft Office suite proficiency
- Critical thinking and problem solving
- Interpersonal communication skills
- Leadership and flexibility



## Personal Financial Statement

Lindsey Davis

Personal Financial Statement	
Name: Lindsey Davis	
Date: 10/31	
<b>Assets</b>	<b>Amount in Dollars</b>
Cash: checking accounts	\$98
Cash: savings accounts	\$5,562
Certificates of deposit (CD's)	0
Securities (Stocks/Bonds/Mutual funds)	0
Notes and contracts receivable	0
Life insurance (cash surrender value)	0
Personal property (Market value - Ex. autos, jewelry, etc.)	0
Retirement funds (e.g., IRAs, 401k)	0
Real estate (Market Value)	0
Other assets (specify)	0
Other assets (specify)	0
<b>Total Assets</b>	<b>5660</b>
<b>Liabilities</b>	<b>Amount in Dollars</b>
Current debt (credit card balances, etc)	\$230
Notes payable (Outstanding bills/invoices)	0
Taxes payable	\$0
Real estate mortgages	0
Auto Loans	0
Student Loans	0
Other liabilities (specify)	0
Other liabilities (specify)	0
<b>Total Liabilities</b>	<b>230</b>
<b>Net Worth</b>	<b>5430</b>



Sydney Koval

Personal Financial Statement	
Name: Sydney Koval	
Date: 11/4/2024	
<b>Assets</b>	<b>Amount in Dollars</b>
Cash: checking accounts	\$632.17
Cash: savings accounts	\$1,600
Certificates of deposit (CD's)	0
Securities (Stocks/Bonds/Mutual funds)	0
Notes and contracts receivable	0
Life insurance (cash surrender value)	0
Personal property (Market value - Ex. autos, jewelry, etc.)	0
Retirement funds (e.g., IRAs, 401k)	0
Real estate (Market Value)	0
Other assets (specify)	0
Other assets (specify)	0
<b>Total Assets</b>	<b>2232.17</b>
<b>Liabilities</b>	<b>Amount in Dollars</b>
Current debt (credit card balances, etc)	\$170.58
Notes payable (Outstanding bills/invoices)	0
Taxes payable	0
Real estate mortgages	0
Auto Loans	0
Student Loans	0
Other liabilities (specify)	0
Other liabilities (specify)	0
<b>Total Liabilities</b>	<b>170.58</b>
<b>Net Worth</b>	<b>2061.59</b>



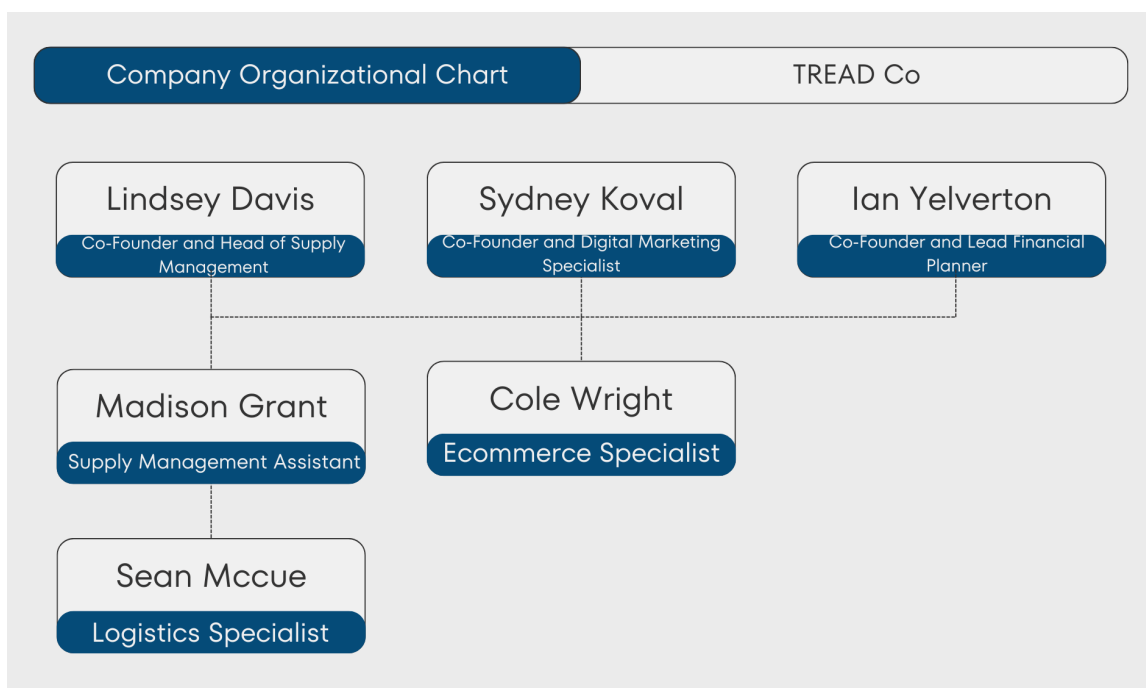
Ian Yelverton

Personal Financial Statement	
Name: Ian Yelverton	
Date: November 5, 2024	
<b>Assets</b>	<b>Amount in Dollars</b>
Cash: checking accounts	267.12
Cash: savings accounts	706.78
Certificates of deposit (CD's)	0
Securities (Stocks/Bonds/Mutual funds)	0
Notes and contracts receivable	0
Life insurance (cash surrender value)	0
Personal property (Market value - Ex. autos, jewelry, etc.)	0
Retirement funds (e.g., IRAs, 401k)	0
Real estate (Market Value)	0
Other assets (specify)	0
Other assets (specify)	0
<b>Total Assets</b>	<b>973.9</b>
<b>Liabilities</b>	<b>Amount in Dollars</b>
Current debt (credit card balances, etc)	271.41
Notes payable (Outstanding bills/invoices)	0
Taxes payable	0
Real estate mortgages	0
Auto Loans	0
Student Loans	12,035
Other liabilities (specify)	0
Other liabilities (specify)	0
<b>Total Liabilities</b>	<b>12306.41</b>
<b>Net Worth</b>	<b>-11332.51</b>





## Organizational Chart



## Weekly Sales Coverage Chart

TREAD WORK SCHEDULE	
AUGUST 1TH - AUGUST 17TH	
<b>MONDAY</b> <ul style="list-style-type: none"><li>Supply Management Assistant 12 - 5pm</li><li>Logistics Specialist 11 - 5pm</li><li>Lindsey Davis 11 - 5pm</li><li>Ian Yelverton 12 - 5pm</li></ul>	<b>TUESDAY</b> <ul style="list-style-type: none"><li>Logistics Specialist 11 - 5pm</li><li>Ecommerce Specialist 12 - 5pm</li><li>Lindsey Davis 11 - 5pm</li><li>Ian Yelverton 12 - 5pm</li><li>Sydney Koval 12 - 5pm</li></ul>
<b>WEDNESDAY</b> <ul style="list-style-type: none"><li>Supply Management Assistant 12 - 5pm</li><li>Logistics Specialist 11 - 5pm</li><li>Lindsey Davis 11 - 5pm</li><li>Ian Yelverton 12 - 5pm</li><li>Sydney Koval 12 - 5pm</li></ul>	<b>THURSDAY</b> <ul style="list-style-type: none"><li>Logistics Specialist 11 - 5pm</li><li>Ecommerce Specialist 12 - 5pm</li><li>Lindsey Davis 11 - 5pm</li><li>Ian Yelverton 12 - 5pm</li><li>Sydney Koval 12 - 5pm</li></ul>
<b>FRIDAY</b> <ul style="list-style-type: none"><li>Supply Management Assistant 12 - 5pm</li><li>Logistics Specialist 11 - 5pm</li><li>Lindsey Davis 11 - 5pm</li><li>Ian Yelverton 12 - 5pm</li><li>Sydney Koval 12 - 5pm</li></ul>	<b>SATURDAY</b> <ul style="list-style-type: none"><li>Ecommerce Specialist 12 - 5pm</li><li>Sydney Koval 12 - 5pm</li><li></li><li></li></ul>
<b>SUNDAY</b> <ul style="list-style-type: none"><li></li><li></li><li></li><li></li></ul>	<b>KEY</b> <ul style="list-style-type: none"><li>Thick Black border = Work in office</li><li>Thick Red border = Work Remote</li></ul>



### *Works Cited*

Perdomo, C. (2024a, August). Shoe & footwear manufacturing in the US. IBISWorld Industry Reports. <https://my.ibisworld.com/us/en/industry/31621/at-a-glance>

Perdomo, C. (2024b, August). Online shoe sales in the US. IBISWorld Industry Reports. <https://my.ibisworld.com/us/en/industry-specialized/OD5093/at-a-glance>

Hansen, K. (2023, November 28). Men's and women's footwear - US. Mintel. <https://data-mintel-com.proxy.library.vcu.edu/databook/men-s-women-s-footwear-us-2023/#Q17>

Smith, T., & Hill, J. (2022). Urban consumer trends and eco-conscious spending. Consumer Insights Journal, 34(2), 56-67. <https://www.mintel.com/insights/consumer-research/global-consumer-trends/>

Statista (2024). Sustainable fashion demographics: Who's buying, and why? [https://www.statista.com/topics/11277/sustainable-fashion-shopping-behavior-in-the-united-state](https://www.statista.com/topics/11277/sustainable-fashion-shopping-behavior-in-the-united-states/)  
[s/](https://www-statista-com.proxy.library.vcu.edu/statistics/245648/leading-fashion-e-commerce-companies-by-market-cap/)  
[https://www-statista-com.proxy.library.vcu.edu/statistics/245648/leading-fashion-e-comm](https://www-statista-com.proxy.library.vcu.edu/statistics/245648/leading-fashion-e-commerce-companies-by-market-cap/)  
[erce-companies-by-market-cap/](https://www-statista-com.proxy.library.vcu.edu/statistics/245648/leading-fashion-e-commerce-companies-by-market-cap/)

Weber, L. (2023). Ethical consumerism and the versatile wardrobe. Fashion & Sustainability Review, 41(5), 102-108. <https://www.mdpi.com/2071-1050/15/7/6202>

Weber, A. (2023). Designing for the eco-conscious shopper: Aesthetics and appeal. Fashion & Sustainability Review, 41(5), 102-110. <https://www.mdpi.com/2071-1050/15/7/6202>



Moore, P. (2023). *The impact of minimalist visual merchandising on sustainable brands*. Journal of Environmental Design, 27(4), 14-20.  
[https://www.researchgate.net/publication/364413301\\_Merchandising\\_for\\_Sustainable\\_Fashion\\_A\\_Systematic\\_Literature\\_Review](https://www.researchgate.net/publication/364413301_Merchandising_for_Sustainable_Fashion_A_Systematic_Literature_Review)

Miller, R., & Washington, K. (2023). *Consumer Behavior 2024* (16th ed., Vol. 2). Richard K. Miller & Associates.

*Men's Shoes*. (n.d.). TOMS. Retrieved October 31, 2024.  
<https://www.toms.com/en-us/collections/mens-shoes>

*(re)WEAR GOOD*. (n.d.). TOMS. <https://toms.thredup.com/>

*Impact*. (n.d.). TOMS. <https://www.toms.com/en-us/impact>

*Empowering Sustainable Choices*. (n.d.). Cariuma.  
<https://www.cariuma.com/pages/about-us-sustainability>

*Shop All*. (n.d.) Cariuma. Retrieved October 31, 2024.  
<https://www.cariuma.com/collections/men>

*Nike Shoes & Sneakers*. (n.d.). Nike. Retrieved October 31, 2024.  
<https://www.nike.com/w/shoes-y7ok>

*Shoes & Sneakers*. (n.d.) Vans. Retrieved October 31, 2024.  
<https://www.vans.com/en-us/shoes-c00081?icn=topnav>

*Customs*. (n.d.) Vans. Retrieved October 31, 2024. <https://www.vans.com/en-us/customs>

*Nike By You*. (n.d.). Nike. Retrieved October 31, 2024.  
<https://www.nike.com/nike-by-you>



## Databases Used

- IBISWorld
- Mintel
- Statista
- RKMA