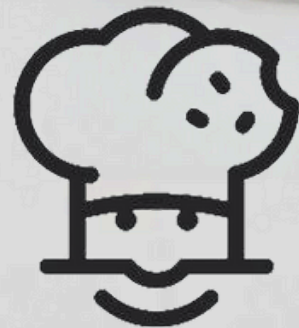


Franchise Business Plan

Westwood High School
12400 Mellow Meadow Dr,
Austin, TX 78750
April 27th, 2025



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crumbl
cookies

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I. Executive Summary

Company Overview



Crumbl Cookies is a **family-owned**, unique take on a popular dessert that uses innovative techniques and flavors. **Crumbl** opened in **2017 in Utah**, and in just eight years, boasts **over 1000 locations** in the U.S. and another few internationally. Now, **Crumbl Cookies** has created a major trend with their **signature pink boxes** along with titles like the “**fastest growing dessert chain**,” by having an average **growth rate of 115.65%** annually since 2019. **Crumbl** is known for its **large social media presence** as well as its **rotating flavor drop model** and crossed over **\$1 billion** in sales annually. We have decided to locate our franchise on the **University of Texas at Austin campus** located in **Austin, Texas** because of the **large target market** and **population growth** in the area that further fuels the store’s potential.

Business Environment

Political

- Texas does **not have a corporate income tax**
- The **tax rate** for a Crumbl franchise in Texas is **0.75%**
- The **franchise filing rate** in Texas is **\$300**

Economic

- The **median household income** in **Austin** is **\$78,965**
- The **median household income** in **downtown Austin** is **\$136,486**
- The Austin metro area ranked **third in the US** for **employment growth**

Social

- The student **population at UT Austin** is **52,384**
- Crumbl’s marketing is targeted towards social media users – **84%** of people **aged 18-29** are on **at least one social media site**, many UT students see Crumbl online

Technological

- Crumbl has a **website with information** for prospective and returning customers
- Crumbl’s app ranked **#8 on the iOS App Store** under foods and drinks
- Crumbl Cookies has over **21 million followers** across six social media accounts

Environmental

- The Texas Commission on Environmental Quality enforces and **takes actions on businesses not abiding to environmental regulations**
- Each Crumbl box is **biodegradable** and **eco-friendly**

Legal

- The Texas Workforce Commission (TWC) enforces **child labor regulations** for minors in Texas – very important due to Crumbl’s history with child labor violations
- Texas’s Department of State Health Services (DSHS) sets **food safety standards**

Products and Services

Crumbl currently offers a large variety of fun flavors, as they introduce **six unique, limited-edition flavors every single week**. Our location will also offer specialty cookies designed to appeal to UT students and supporters, such as Longhorn or sports-themed cookies to support UT’s teams. **Crumbl** has also expanded to do **catering, delivery** services, and **in-store pickup** to adjust to customers’ needs.

Crumbl also has an **app** with unique features such as the **Cookie Journal**, **Test Cookie Maps**, **Hometown Picks Map**, and a **rewards program**. The **Cookie Journal** allows users to engage and give feedback to **Crumbl** and also lets customers see other opinions. The **Test Cookie Maps** and **Hometown Picks Cookie Maps** show the locations of stores that currently run these special features. These increase **user engagement** and promote **Crumbl** to a **technologically active** audience.

Target Market

Demographics	Psychographics	Behavioral	Geographic
<ul style="list-style-type: none"> College students Age 18-25 Urban working population 	<ul style="list-style-type: none"> People who have a taste for innovation Social media users who like to keep up with trends 	<ul style="list-style-type: none"> People who want a sweet treat People who are influenced by social media 	<ul style="list-style-type: none"> People living in downtown Austin Students living on/near UT campus People visiting UT Austin campus

Competition

Our **Crumbl** location currently has **4 main competitors**, with the two largest ones being Insomnia Cookies and Tiff's Treats due to their proximity to our **Crumbl** location. **Crumbl's** main concerns will be the difference in the price points and similar services offered. Although these concerns may pose a threat, our franchise is able to combat these with its **loyal customer base**, **large social media presence**, and **rotating flavor drop model** that includes a large **variety of cookie flavors** people have never seen before.

BRAND NAME	CREATIVE SELECTION	LARGE SOCIAL MEDIA PRESENCE	DELIVERY SERVICE	LOW PRICING
CRUMBL COOKIES	✓	✓	✓	X
INSOMNIA COOKIES	X	X	✓	✓
TIFF'S TREATS	X	X	✓	✓
85°C BAKERY	✓	X	X	✓
PARIS BAGUETTE	X	X	X	X

Marketing Strategies

Partner with UT Austin to become a BEVO Bucks merchant

- o Cashless form of payment for University of Texas students
- o Students receive **\$200 in BEVO Bucks** at the beginning of the year
- o Has to be spent at BEVO Pay merchants
- o Currently **86 BEVO Pay merchants**
- o Open to all UT students
- o BEVO Pay generated over **\$5 million** last year
- o Merchants must pay a **6% service fee** to the BEVO Pay program



Partner with student organizations for profit sharing

- o **Partner with student organizations** to create events and increase exposure
- o An expectation that students, incentivized by BEVO Bucks, will visit **Crumbl**, leading to **increased sales**
- o A way to **give back to the community** and participate in community events

Establish a strong franchise presence across social media platforms

- **Crumbl** is the **most followed dessert company** online
- **Leveraging Crumbl's large social media presence**, we can attract students to our **Crumbl** location
- A **snowball effect** will be put into place, as positive experiences at **Crumbl** lead to more social media posts, attracting additional customers
- We will start a **franchise social media account** where we post content specific to our target audience

Business Objectives

The **overarching mission** of this **Crumbl** franchise is to **give back to the student population through experiences**, as a customer, student, or employee.

Short-Term (12 months)

- Franchising rights and funds to open our first location by Jan. 2026
- Hire qualified staff
- Create a franchise social media account to make daily videos and reach at least 5,000 followers
- Implement feedback system for employees and customers to voice concerns

Long-Term (2-3 years)

- Open multiple locations throughout Texas and collaborate with other locations throughout the country
- Create a feedback system to improve business processes
- At least 2 fundraisers and charities a month to have a positive impact
- Further prompt social media accounts and create virtual events with incentives

Financial Data

In our first year, we anticipate a revenue of **\$1,420,823**, slightly below **Crumbl's** average of \$1.7 million. However, being in a location with **proximity to students and working adults** guarantees growth. In the second year, our projected revenue of **\$1,877,326** exceeds the average by \$300,000. Being the only **Crumbl** location accessible to UT students and the majority of the downtown population within walking distance enhances our competitive edge. Over the first two years, our combined net profit is estimated at **\$662,916.36**. Our **ROI** over the first two years is **32.58%** and the **investment gain** is **\$162,916.36**. The two-year operation statement below goes in depth about our projected revenue, expenses, and net income.

Crumbl Cookies Two-Year Operational Statement										
	Year 1, Quarterly Overview				Year 2, Quarterly Overview				Yearly Totals	
	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year 1	Year 2
Revenue:										
Product Sales:	\$267,208.00	\$341,380.00	\$323,586.00	\$372,486.00	\$413,482.00	\$428,250.00	\$395,108.00	\$442,132.00	\$1,304,660.00	\$1,678,972.00
Services Sales: (Delivery, Catering, etc.)	\$14,678.00	\$34,088.00	\$25,590.00	\$41,807.00	\$44,282.00	\$51,293.00	\$48,580.00	\$54,199.00	\$116,163.00	\$198,354.00
TOTAL REVENUE									\$1,420,823.00	\$1,877,326.00
Expenses:										
Initial Franchise Fee:	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00
Employee Training:	\$15,000.00	\$3,000.00	\$500.00	\$1,500.00	\$800.00	\$1,500.00	\$1,200.00	\$1,000.00	\$20,000.00	\$4,500.00
Licensing, Permits, and Fees:	\$80,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$83,000.00	\$4,000.00
Equipment and Supplies:	\$200,000.00	\$10,000.00	\$10,000.00	\$20,000.00	\$24,000.00	\$8,000.00	\$10,000.00	\$12,000.00	\$240,000.00	\$54,000.00
Employee Wages:	\$193,000.00	\$193,000.00	\$193,000.00	\$193,000.00	\$223,000.00	\$223,000.00	\$223,000.00	\$223,000.00	\$580,500.00	\$892,000.00
Loan Payments and Interest:	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$56,646.36	\$56,646.36
Rent:	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$32,000.00	\$32,000.00	\$32,000.00	\$32,000.00	\$120,000.00	\$128,000.00
Insurance:	\$1,011.00	\$1,011.00	\$1,011.00	\$1,011.00	\$1,061.00	\$1,061.00	\$1,061.00	\$1,061.00	\$4,044.00	\$4,244.00
Maintenance:	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$8,400.00	\$8,400.00
Utilities:	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$11,000.00	\$11,000.00
Tax @ 3.75% (for revenue over \$2.47 million):	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Royalty Fees @ 8%:	\$22,550.88	\$30,037.44	\$27,934.08	\$33,143.44	\$36,621.12	\$38,363.44	\$35,495.04	\$39,706.48	\$113,665.84	\$150,186.08
Other Expenses:	\$15,000.00	\$5,000.00	\$3,000.00	\$2,000.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$25,000.00	\$10,000.00
TOTAL EXPENSES									\$1,312,256.20	\$1,322,976.44
NET INCOME									\$108,566.80	\$554,349.56

Franchisees will personally invest \$300,000 (\$100,000 each) and ask for a loan of \$200,000 in exchange of a 6% interest rate paid back over a 48-month period compounded monthly

II. Business History, Background, Objectives

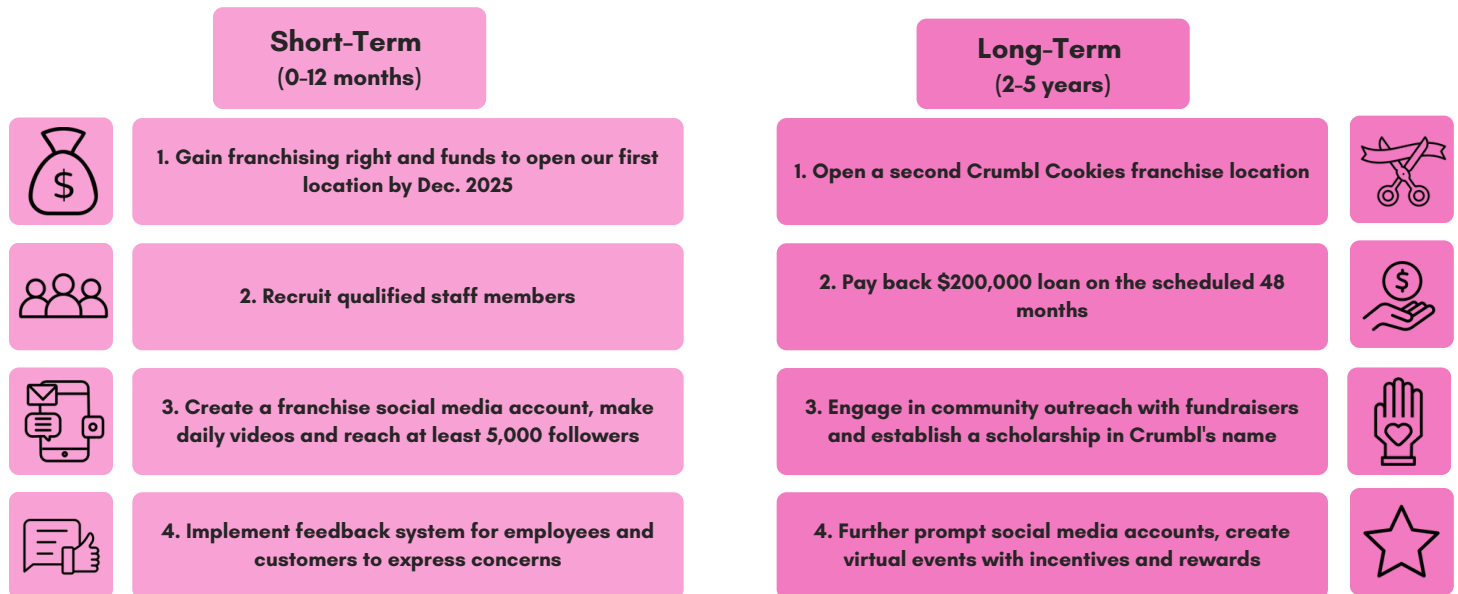
A. Company Description

Crumb! Cookies is a family-owned franchise made to bring family and friends together through boxes of cookies. **Crumb!** was founded by two cousins, **Jason McGowan (CEO)** and **Sawyer Hemsley (COO)** in **2017** in Utah. They originally only served chocolate chip cookies, but since then, they have expanded to over **200 flavors**. With their signature pink packaging, **Crumb!** offers **6 different flavors each week** through their **rotating flavor drop model**. The business features many **unique flavors** while continuing to keep **classics**, catering to everyone's taste. Since 2017, **Crumb! Cookies** has rapidly grown in popularity, gaining **21+ million followers** across their six major social media platforms, and inspiring many dessert trends. They also created an **online app** that ranked **#8 on the iOS App Store** in the food and drink section, surpassing food giants like Subway and Instacart. **Crumb!** currently has **1000+ locations in the U.S.** and many more **globally**, making it the **fastest-growing dessert company in the U.S.**, with an average growth rate in sales of **13.5% per year** since 2021 and an **expansion rate** of **115.65%** since 2019.



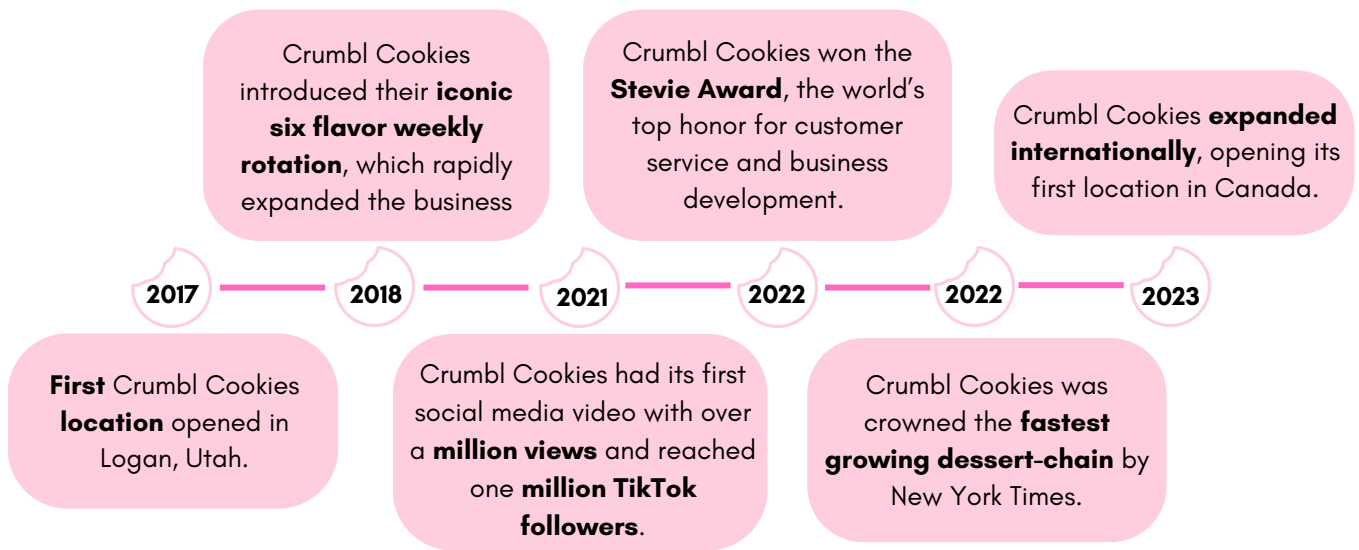
B. Short-term (12-months) and Long-term Objectives

Our mission with opening this franchise is to **give back to the student population through experiences**, both as a customer and as an employee or intern. In order to measure our performance over time, we have both short-term and long-term objectives. Our short-term goals will allow us to open our store by **January 2nd, 2026** with a fully furnished and **equipped store** and **trained staff** members. By the end of the first year, we hope to have a thriving franchise with **growing social media** accounts and our marketing strategies fully established.



C. Major Successes and Achievements

Crumb! Cookies has achieved remarkable milestones since opening. In **2019**, they won the award for the **best chocolate chip cookie** in Utah, followed by being named the **best bakery** in the state in **2020**. Their online presence soared in **2021**, reaching over **two million social media followers** and earning the **Blue Plate award** for unique flavors. By **2022**, **Crumb!** ranked 645 on the **Inc. 5000 list** of fastest-growing private businesses globally. In 2023, they expanded **internationally** with the opening of a location in **Edmonton, Alberta**, which has seen a lot of success and shares many **similarities with downtown Austin's** demographics.



D. Challenges and Obstacles

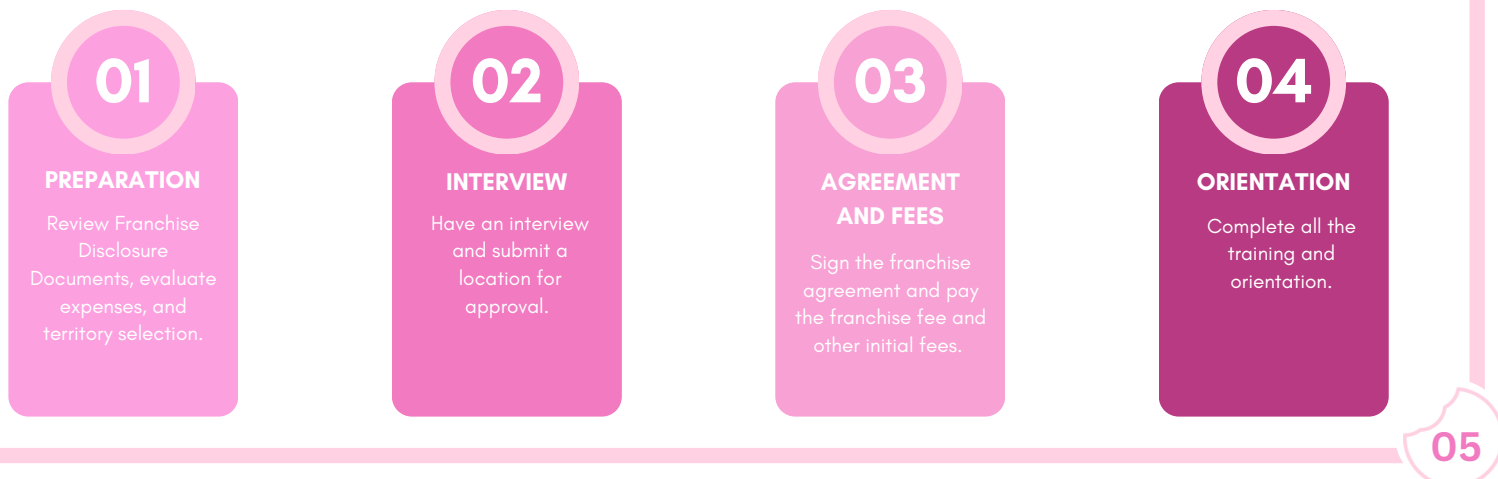
Crumbl Cookies has faced **legal challenges** since its opening, **violating child labor laws** in 11 franchises within 6 states nationwide and paying **\$57,854 in fines**. **Crumbl** had underage workers going over-regulated hours and working overtime and was faced with an investigation by the U.S. Department of Labor.

Crumbl Cookies has also faced a few other legal battles known as the “**Utah Cookie Wars**.” They filed lawsuits against **Crave Cookies** for trademark infringement and **Dirty Dough Cookies** for stealing trade secrets. While **Crumbl** dismissed the lawsuit against Crave, **Crumbl** did win the trade secret case and Dirty Dough was ordered to return the information.

Crumbl also deals with regular **IT issues** in certain locations, causing online ordering systems to stop functioning. When the online ordering system is not working it can cause orders to be canceled and not be executed. This results in a **loss of revenue** for the company and an **undesirable experience** for customers, decreasing interest.

E. Requirements to Franchise

There are several requirements to own a **Crumbl Cookies** franchise. First, franchisees will review the **franchise disclosure document (FDD)** and **evaluate start-up costs**. Next, franchisees will have an **interview** and request a **location**. Following that, franchisees must pay an **initial franchise fee of \$50,000**, and the total **franchise cost will range from \$228,000 to \$568,000**. This includes training, travel, real estate and improvements, initial inventory, and decor. To open a **Crumbl Cookies** location, the franchisees' **total liquidity** must be at least **\$150,000**. Lastly, **Crumbl** wants the **most qualified staff**, so franchisees need to participate in a lot of **training**. To begin, franchisees are required to complete a **30-40 hour online**, self-guided course. Franchisees also have to go for **in-person training** at the trainer's franchise, which will last **10 to 12 days**, and an **in-person training at the franchisee's store**, conducted by a field trainer. The length of the **initial franchise term is five years**, but if the franchise is meeting or exceeding company standards, the term can be renewed.



III. Business Environment

The ideal location for our franchise is **Downtown Austin, Texas**. Located on the **University of Texas campus**, one of the **largest universities in the nation**, it's a hotspot for college-aged customers who are looking for a late-night snack to have with friends. Additionally, Downtown Austin is one of the **fastest growing** areas in the US due to the massive and growing economic opportunity. There are many industries located in Austin as well as many large companies that are technologically advanced, making it the perfect target market to leverage our large social media presence. Below we have an extensive report on what makes our location special, how it will be successful, and specific guidelines.

Political

- Texas does **not have a corporate income tax**
- The **tax rate** for a Crumbl franchise in Texas is **0.75%**
- The **franchise filing rate** in Texas is **\$300**
- In Texas, franchises **do not need to pay any business taxes** if they make less than **\$2.47 million** in revenue annually

Economic

- The **median household income** in **Austin** is **\$78,965**
- The **median household income** in **downtown Austin** is **\$136,486**
- The Austin metro area ranked **third in the US for employment growth**, so there will be an **increasing population** of people of all ages, creating a **larger audience**

Social

- The student **population at UT Austin** is **52,384**
- Crumbl's marketing is targeted towards social media users - **84%** of people **aged 18-29** are on **at least one social media site**, the same age as most UT students, so many students are exposed to Crumbl Cookies
- With the majority of UT students ranging from the age of **18-24**, many students like to keep on top of trends
- Over the four years most students spend at UT, **loyalty builds** with the company

Technological

- Crumbl has a **website providing information** to all prospective and returning customers
- Crumbl's app ranked **#8 on the iOS App Store** under foods and drinks
- Crumbl Cookies has **17.3 million followers** across six social media accounts, so many, many people have been exposed to Crumbl's products

Environmental

- The Texas Commission on Environmental Quality enforces and **takes actions on businesses** and people **not abiding by environmental regulations**
- Each Crumbl box is **biodegradable and eco-friendly**, and for each tree harvested, 3-4 are planted

Legal

- The Texas Workforce Commission (TWC) enforces **child labor regulations** for minors in Texas - very important due to Crumbl's history with child labor violations
- Texas's Department of State Health Services (DSHS) sets **food safety standards**

Population growth: Austin is ranked #11 in the U.S. based on population, with a 33% population increase from 2010-2020, and the downtown area specifically had almost a 100% population increase. With this area still growing, our selected location will give us more potential customers along with more employment opportunities.

Economic growth: Currently, Austin is known as a major tech hub, hosting many large companies such as Apple, Google, Amazon, Tesla, and SpaceX. Improvements in technology as well as having a larger and more diverse pool of industries helps boost the economy, which in turn can lead to increased consumer spending.

IV. Products and Services

A. Products and Services Offered

Crumbl has a rotating flavor drop model that offers **six different cookie flavors** a week, making all cookie lovers excited each week for what's new. Through this method, **Crumbl** has produced over 200 flavor options inspired by different pop-culture icons, candies, cakes, pies, and a variety of desserts. Such innovations include cookie flavors as classic as **Birthday Cake** to flavors as intricate as the **Hazelnut Mudslide**. By combining unique and classic flavors, **Crumbl** makes sure that there is a cookie for everyone.

Crumbl's most popular cookie flavor is their **award-winning** Chocolate Chip cookie. When they first opened, **Crumbl** only served their **Milk Chocolate Chip** cookie, which became a big hit and propelled them into **success**. Another one of **Crumbl's** most popular cookie flavors is **Chilled Sugar**, a classic topped with their **signature Crumbl** pink colored icing. Besides classic cookies, **Crumbl** also has created new, unique cookies such as their **Molten Lava** and **Popcorn-flavored** cookies. **Crumbl** has been able to create a cookie-flavor system that is loved by millions.

On top of their delicious cookies, **Crumbl** also **offers many services** to give customers a seamless experience. There is a **delivery service** for when customers cannot come to the store to pick up their cookies. These deliveries cost little to make sure it is accessible to all customers, around \$7-8, and on certain orders with specific benefits, the fee can be brought down to \$0. There is also the option of **curbside pickup**, where someone can wait in their car, and in just a few minutes, an employee will come out to hand them their cookies. **Crumbl Cookies** also has **catering services** for events from small birthday parties to large company events, making every milestone special for customers. All of these services can also be found through the **Crumbl app**, created in 2020, which was made to make ordering cookies more convenient. The **Crumbl** app makes the delivery and pickup services easily accessible with just a few clicks.



Popular Items

V. Present Market

A. Present Market

The present market of our franchise consists mainly of **students attending the local university**, the University of Texas at Austin, where we are located and which has over **50,000 students** and is one of the largest colleges in the US. The area also has many professionals between the ages of 20 and 40. Using data from users of **Crumb!**'s website, we found that **70.65%** of users are between the ages of 18 and 44, which is a significant **71% of the Downtown Austin population**. This is **45% higher than the national average**, showing just how well this location aligns with **Crumb!**'s target demographics.



Downtown Austin is a highly populated area with a **population density of 6,976.38 people per square mile**. To add to our large target audience, West Campus, one of the densest neighborhoods in Austin, and only a few minutes away from the UT campus, has a **population of 33,262**. With the area having a **median age of 21**, our **Crumb!** location is provided with the perfect opportunity to grow and succeed by capitalizing on the vibrant and youthful demographic.

A location on campus for our franchise has a high concentration of our target market – **college students**. **Crumb!**'s marketing targets people of their age with their **pertinence to trends and a new generation of social media**. **Crumb!**'s emergence as a viral sensation and sponsorship of many popular influencers who review and promote their products daily allows them to reach a **wide audience through social media**, an audience of predominantly college-aged students.

Crumb!'s traffic analytics indicate that most customers are between the ages of 18-28, and with the large present market that we have access to in Downtown Austin, especially the **50,000 UT students**, the UT campus is a location where we can flourish.

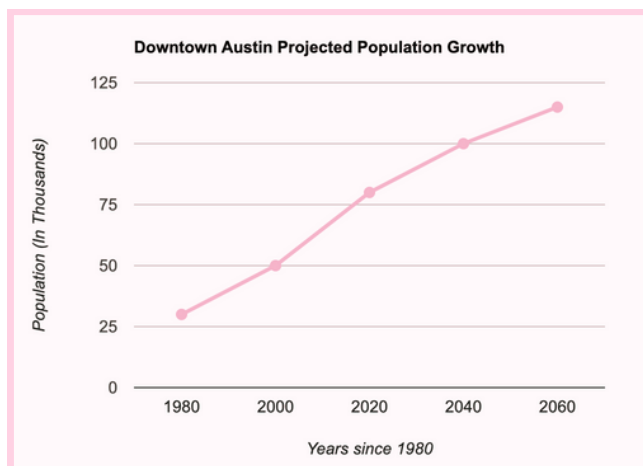
Demographics	Psychographics	Behavioral	Geographic
<ul style="list-style-type: none">• College students• Age 18-25• UT staff• Urban working population	<ul style="list-style-type: none">• People who have a taste for innovation• Social media users who like to keep up with trends	<ul style="list-style-type: none">• People who want a sweet treat• People who are influenced by social media	<ul style="list-style-type: none">• People living in downtown Austin• Students living on/near UT campus• People visiting UT Austin campus

B. Growth Potential

Austin, Texas has a **population of 979,882** people (expected to reach one million by 2025), which has a population growth of **2.7% per year**, but more specifically, **downtown Austin** has a **population of over 85,000** (including college students) and is currently one of the **fastest-growing areas in the country**, with a population increase of almost 100% since 2010, due to a large amount of **economic opportunity**, especially in STEM fields.

Tesla is the largest car company in the world and one of the largest companies in Austin. The company moved headquarters to Austin in 2021 and created a massive 2,500-acre, \$10 billion Tesla Gigafactory. **Dell** is also another massive tech company based in Round Rock, Texas, which is a suburb of Austin. According to **KXAN Austin**, this "explosive growth is only just beginning." Austin is the third largest city in Texas and just passed San Jose to

become the **tenth-largest city in the US**. The college that we are looking to mainly cater to, the **University of Texas at Austin**, has had over a **10% increase** in applications in just one year from **2023 to 2024**. They had a record-breaking number of applications, with **72,885**, and a record number of acceptances, with **19,253**. This makes UT Austin the **second-largest college** in Texas and **tenth-largest college** in the United States. On top of this, the **cookie market** has an expected **annual growth rate of 9%**. The current cookie market size is **\$12.2 billion**, and by 2029, this number is expected to grow to **\$19.1 billion**. Most of this growth is expected to occur in urban areas, like downtown Austin, because of the large working class not having the time to make homemade desserts. As proven by this information, Austin, specifically the downtown Austin area has a lot of potential for growth, and in turn, this is an area in which our business can thrive.



C. Current Pricing Policy

Crumbl's current pricing policy **does not use a fixed pricing model** and is **dependent on the location**, but there are some standard, common rates. One that we can see, is that a regular cookie costs around **\$4.99**. This is on the expensive side, but this is due to the high-quality ingredients and staff providing customers with the best cookies possible.

For increased options, there are the **mini desserts**, which are a lower-calorie alternative, for health-conscious customers. For any events, you could cater cookies, which for regular-sized cookies will cost **\$2.80**, and mini-sized cookies, will cost **\$1.25**. For a small gathering, you can order boxes, like the **4-pack box**, coming in at **\$17.99**, the **6-pack box**, coming in at **\$24.99**, and the **12-pack box** coming in at **\$47.99**. For **special** or **limited-time** cookies, though, the prices will **vary**. For drinks, the pricing is more standard. **Crumbl water** comes in at around **\$2.69**, while **chocolate** and **2% milk** is around **\$2**.

These costs are **expensive** relative to competitors, but this is due to the cookies themselves being **larger**, having **higher-quality ingredients**, and the associated **higher operating costs** due to the need for different supplies every week as the cookie flavors change. In order to **maintain profit margins**, this cost gets pushed to customers, resulting in higher-priced cookies. However, even with our cookies on the pricier side, **Crumbl** has shown to be able to **win** college student-aged customers over by using **enhanced** customer experiences, a **strong brand image** through social media popularity, **seasonal** products, and **high-quality** cookies.

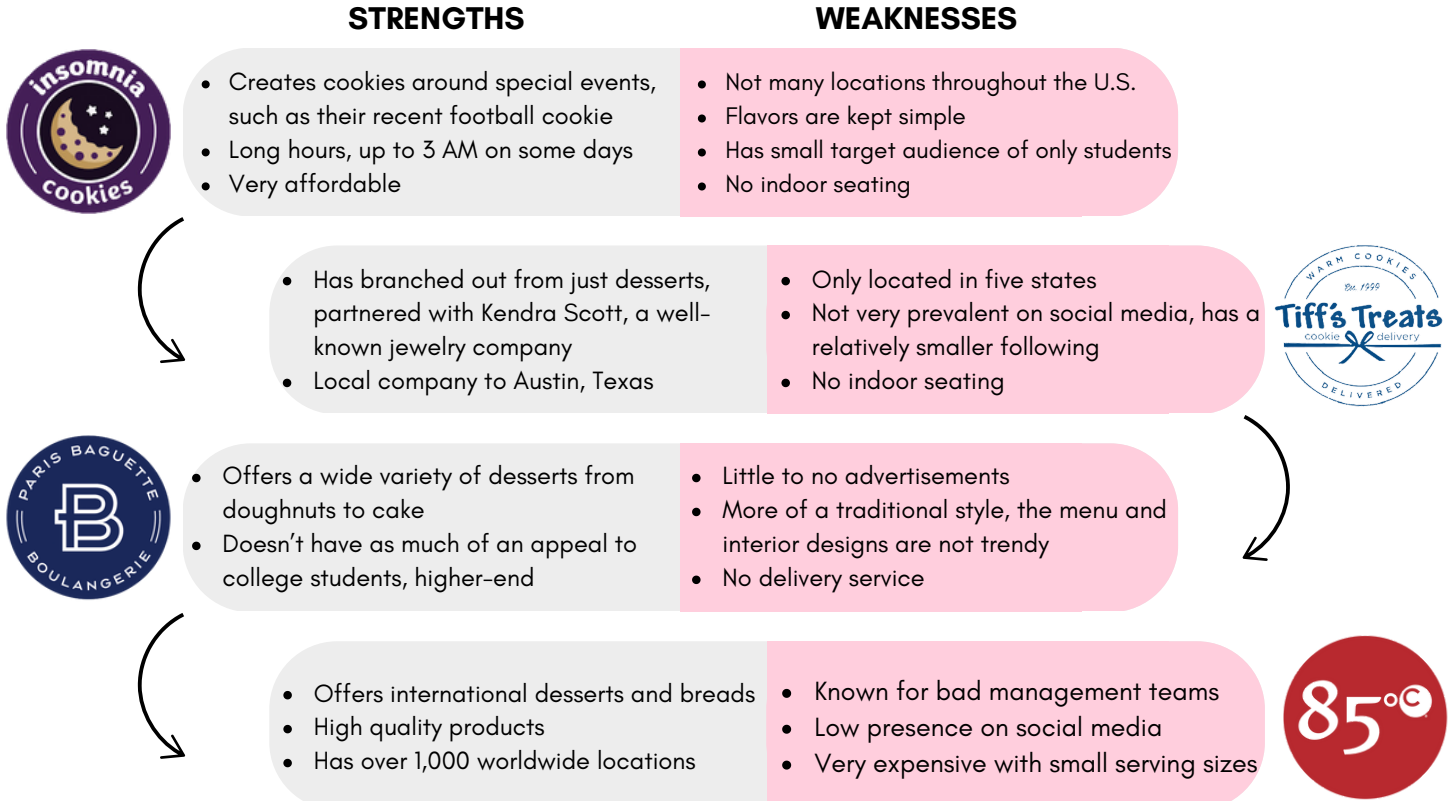
 Single Cookie \$4.99	 4-Pack \$17.99	 Six-Pack \$24.99	 Twelve-Pack \$47.99
 Mini 3-Pack \$9.99	 Mini 6-Pack \$16.99	 Mini 12-Pack \$29.99	 Confetti Cake \$19.99
 Cookie Cutter \$4.99	 Cookie Dough Bites \$6.99	 Milk \$1.99	 Milk \$1.99
			 Water \$2.69

D. Seasonal Adjustments

Even though **Crumbl** is not primarily a seasonal franchise, they still do offer **special cookies** based on what time of year it is and post on social media with **seasonal cookies** that excite customers. For example, in the **fall**, they offer a **pumpkin-flavored** cookie and in **winter** there is a **peppermint** cookie. In our downtown Austin location, we plan to add on to that. With **Crumbl's** approval, we will **create** cookie flavors and designs based on our target audience (UT Austin students) and popular trends in our area.

VI. Competition

A. Primary Competitors



B. Competitive Advantage

Below are the advantages **Crumbl** has over its primary competitors:

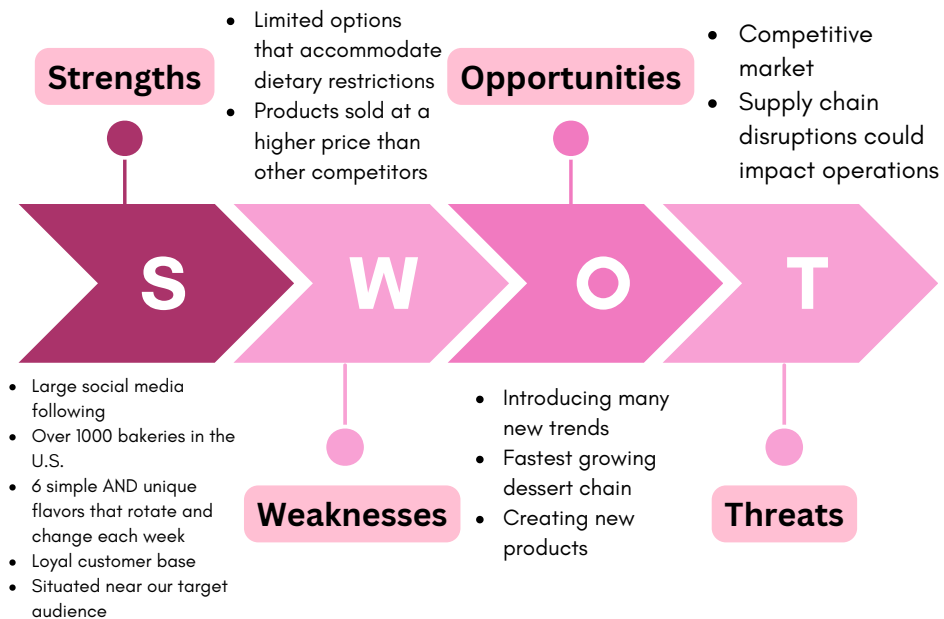
Insomnia Cookies	Tiff's Treats	Paris Baguette	85 Degrees Bakery
Crumbl's Advantages: <ul style="list-style-type: none"> A catering option BEVO Pay Located on UT Campus (Insomnia is located right outside) Items for a larger demographic Changing flavors Large social media 	Crumbl's Advantages: <ul style="list-style-type: none"> BEVO Pay Located on UT Campus (Tiff's Treats is located right outside) Longer hours (opens at 8AM while Tiff's Treats opens at 9AM) Changing flavors Large social media 	Crumbl's Advantages: <ul style="list-style-type: none"> Delivery Services BEVO Pay Located on UT Campus (Paris Baguette located 3.8 miles away) Trendy/contemporary items Changing flavors Large social media 	Crumbl's Advantages: <ul style="list-style-type: none"> Longer hours (Crumbl's hours are 8AM-10PM, 85 Degrees Bakery's hours are 9AM-8PM) Located on UT Campus (85 Degrees Bakery is located 4 miles away) Changing flavors Large social media

As you can see in the graph above, **Crumbl's** largest advantages over its competitors are its substantial social media following, BEVO Pay, its prime location on the UT campus, and its rotating menu. The biggest advantage that **Crumbl** has is its massive **social media following**. They are the **largest dessert company on social media**, creating a massive fanbase, and, because of **Crumbl's** frequent posts, it keeps customers excited and loyal. **Crumbl Cookies** is also currently the **fastest-growing dessert brand in the world**, has expanded **internationally**, and has **won many prestigious awards**, all of which could not have happened without its social media presence. Along with this, **Crumbl** has a **rewards system** in which customers can rack up **points** (crumbs) and earn free cookies. Finally, **Crumbl's** weekly rotating menu is what keep customers interested and coming back, which ensures the continuity of our business.

C. Competitive Disadvantage

Although **Crumbl** has a wide range of cookie flavors to offer to potential customers, compared to competitors, **Crumbl** lacks a variety of products that can accommodate dietary restrictions. As of right now, **Crumbl cannot accommodate allergies** or intolerances well, and in those regards, our competitors will be able to **reach a**

larger pool of customers compared to **Crumbl**. Another weakness that **Crumbl** faces is **high prices** since both fresh ingredients and high-end equipment are used to produce the cookies. This could turn potential customers away and leave them looking for a more inexpensive option. This will put **Crumbl** at a disadvantage because sales and customers can be lost, but **Crumbl** has already built a solid and **loyal customer base** where people are willing to pay the price. Another disadvantage that **Crumbl** has is that **indoor seating is not offered** unlike some of its competitors like 85 Degrees Bakery and Paris Baguette. **Crumbl** customers are not able to sit down and enjoy their cookies after purchasing in-store and instead need to go elsewhere for seating areas. However, this should **not be a large issue** because we are located on a lively campus with many seating options. Finally, **Crumbl** faces the largest threats from Tiff's Treats and Insomnia Cookies, as they are also near the UT campus. **Crumbl** can **differentiate** itself from competitors with marketing techniques that have never been seen in dessert companies such as the **rotating flavor drop model**, a technique widely used in shoe companies. **Crumbl** holds a highly established brand image and is widely known through social media, and our store holds **giving back to the student community** as one of our top priorities through internships and student organizations.



VII. Marketing Plan

A. Existing Marketing

Social Media

Currently, **Crumbl** is **heavily marketed through social media** and boasts **over 21 million followers** across all its platforms, mainly focusing on **TikTok**, **Instagram**, and **Twitter**. With millions of followers and views on their videos, a large majority of **Crumbl's** customers are introduced to the company through social media. With a **TikTok** following of **7.2 million**, **Crumbl** has passed large companies like **Starbucks** (2.1M) with social media promotions. This large following and high increase of attention on social media have named **Crumbl** as the fastest-growing dessert chain. **Crumbl** shares its unique flavors across all its platforms. The use of social media helps **Crumbl** reach out to a **highly diverse audience**, **get feedback from viewers**, and **influence trends**. It also allows **Crumbl** to **interact** and **engage** with followers by making polls, draws, and other types of content.

Aside from just making their own content, **Crumbl** also partners with **popular influencers** to spread news about products and give reviews, reaching even more potential customers. **Crumbl** has partnered with celebrities and famous brands, most notably, Olivia Rodrigo, Jimmy Fallon, and Dove. They created an **Olivia Rodrigo GUTS cookie** to celebrate her GUTS tour that was going on at the time, working directly with Olivia Rodrigo to create her perfect cookie. This was advertised by **Crumbl** as well as Olivia Rodrigo's Instagram, which has **39 million followers**. As for **Jimmy Fallon**, his **Holiday Seasoning Candy Cane Brownie** is a rich brownie topped with a peppermint white drop buttercream, complete with a drizzle of semi-sweet ganache and a crunch of candy cane pieces. This collaboration also led to the global **promotion** of **Crumbl** on the **Tonight Show** Starring Jimmy Fallon. Finally, **Dove** collaborated with **Crumbl**, creating **soap**, **deodorant**, and **body scrub** that contained different **Crumbl** flavors, such as Confetti Cake, Lemon Glaze, and Strawberry Crumb Cake.

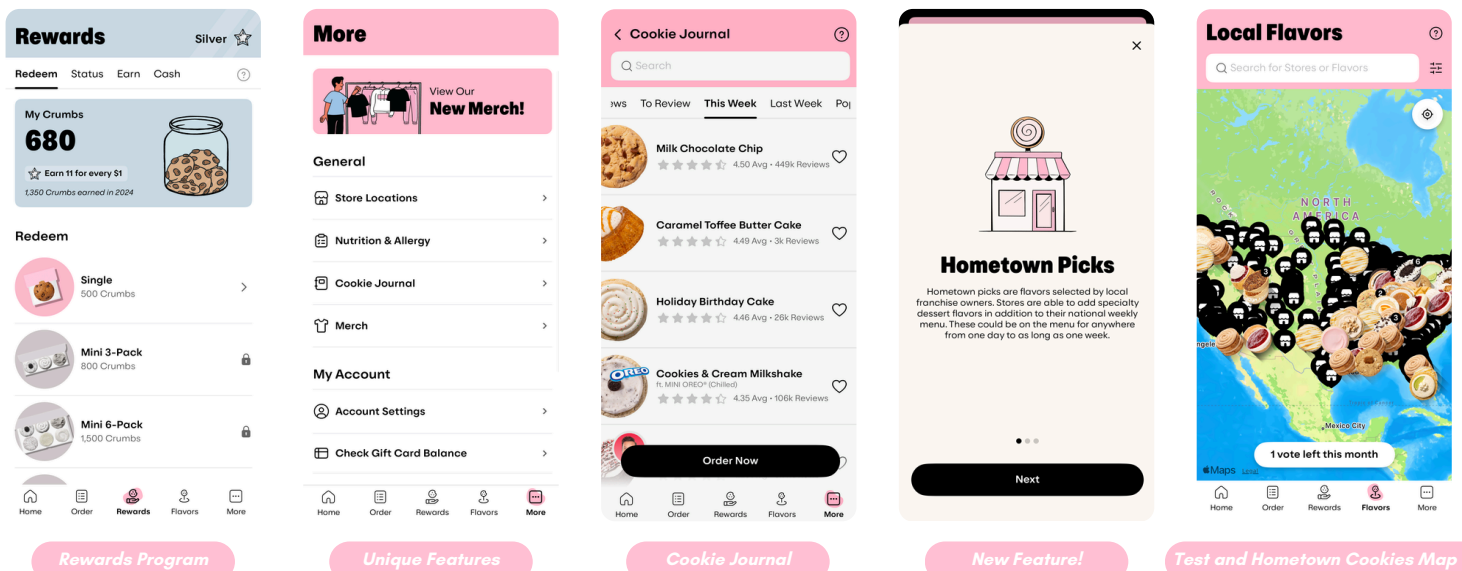
Crumbl App

In 2020, **Crumbl** released its app, which **ranked #8 on the iOS App Store** at one point, **surpassing** popular brands like **Instacart** and **Subway**. This app allows **Crumbl** to increase **accessibility, functionality**, and to reach a **technologically advanced** audience. **Crumbl's** app is not just another way for customers to order delivery or pickup service. It also includes functions for customers to **interact**, features different **maps**, and **important** information such as nutritional labels.

One of **Crumbl's** most recent features added to their app is the **Cookie Journal**. After a customer purchases with their account, the **Crumbl** App keeps track of it. The customer can then tap into their **Cookie Journal** and give **feedback**, ranking the cookie flavor **out of 5 stars**. Customers can scroll through and **search for** cookie flavors in different categories, such as **popular, retired, classics**, etc., to see other trustworthy **reviews** with **verified** purchases.

App users are also able to click on a **notification bell** that notifies them when the cookie flavors are available in stores again.

Another one of the **Crumbl** App's most unique features is its different features on its **maps**. There are a total of 3 different features the App User can see: **Store Locations**, **Hometown Cookies** controlled by Franchises, and **Test Cookies**. The most unique maps allow an increase in **engagement** with customers. The **Test Cookies Map** allows users to see new flavors that are being tested at certain locations; and if users are interested, they can purchase the test from that location and give feedback. Similarly, the **Hometown Cookies Map** allows users to see franchises that are currently offering other cookies, and if a user is interested, they can make a purchase from that location.



Rewards Program

Unique Features

Cookie Journal

New Feature!

Test and Hometown Cookies Map

Just by downloading the app and creating an account, customers can also easily join the **rewards program** for **Crumbl**. Customers can earn **points**, known as **crumbs**, through the app by doing things like following **Crumbl** on different social media platforms or referring friends to try out **Crumbl** and convert those into **Crumbl Cash**. Customers can also earn **crumbs** (points) by purchasing, with **every dollar spent** at **Crumbl** equating to **1 crumb**. Once a customer reaches **100 crumbs**, they can be exchanged for **10 Crumbl dollars** to be spent at **Crumbl**. The **rewards program** also gives **special bonus points** and **double crumb days**, where customers can earn more **crumbs** while spending less money.

This app helps with **Crumbl's** marketing by creating new, fun features for customers to interact with. Users can look over reviews, old cookie flavors, and join the rewards program which creates **excitement** and can increase **loyalty** throughout a **new audience**.

Hype Cycle

Employing a **rotating flavor drop model** menu creates a “**hype cycle**” where **Crumbl** consistently unveils **new** and **trendy** cookie flavors **weekly**. Each week, the flavors from the previous week are **replaced** at all **Crumbl** locations. This strategic approach not only **sparks excitement** amongst customers but also **encourages** them to **indulge** in the latest flavors, while simultaneously building anticipation for upcoming releases. Although **Crumbl** HQ sets the 6 flavors across all **Crumbl** franchises, franchises are allowed to participate in mystery and testing flavors each week, increasing curiosity and hype for individual franchises as well.

B. Future Marketing

Partner with UT Austin to become a BEVO Bucks merchant

BEVO Pay is a **cashless form of payment accessible to all UT Austin students**. Students are given a set amount of money to spend at certain businesses. On-campus students will automatically receive **\$200 in BEVO Bucks** at the very beginning of the year to spend at specific merchants, and **all UT students** can participate. Since so many students are a part of the program and are under the pressure of spending their BEVO Bucks before the end of the semester when they expire, they will be encouraged to purchase from our franchise. Last year, **BEVO Bucks** generated over **\$5 million** from on and off-campus stores and restaurants.

Companies partnered with the program are known as **BEVO Pay** merchants. There are currently **86 merchants**. Partnering with the **BEVO** system is very simple. After contacting the **BEVO Pay** team you will receive further instructions and agree to the **BEVO Pay Merchant Agreement**.



As a **BEVO Pay** merchant, we will be required to pay a **6% service fee** from our gross **BEVO Pay** sales for products delivered on-campus and sold off-campus at the Merchant's premises. The service fee will be deducted by the University from the total remittance paid to the merchant on its sales that were paid for with **BEVO Pay**.

Through the **BEVO Pay** program, college students will be incentivized to come to **Crumbl**, which will **increase our sales** and cause a **speedy and large growth in sales** through the campus. Additionally, as our popularity grows and more people start posting their experiences at our **Crumbl** location, it will draw more people to our location.

Partner with student organizations for profit sharing

There are over **1,100 student organizations/clubs** in UT Austin, and many clubs choose to **fundraise through profit sharing** multiple times a year. Profit sharing is an agreement between our business and a club to share the profit of sales for a certain period of time. While the organizations benefit **through gaining a percentage of the profits**, **Crumbl** will benefit by being able to **reach hundreds of new customers** at each profit share. Profit shares, on average, bring **50-300 students** each time, many of whom can be converted into loyal customers. This is key for **Crumbl's** long-term popularity in a moving crowd. Additionally, each event can bring in a one-time additional revenue ranging between **\$225-\$5400**, considering that **10% of profits will be given to the student organization**. **Crumbl** can expect to participate in at least **10 profit shares** over the course of the year, based on our research of existing competitors in the area, but our **ultimate goal** is to **increase our customer base** with this strategy through **word-of-mouth** and other marketing touchpoints.

Establish a franchise presence across social media platforms

Crumbl has a very large following across various social media platforms, amounting to over **21 million followers**. Our franchise will create its **own social media account** where we will post content suited for our target audience. This will be in the form of **humorous** content that our target audience can relate to. **Designing special cookies** that have the **college mascot** on them is also a way to pique interest and incentivize students to purchase from our franchise. Another example of that could be a “**Keep Austin Weird**” cookie, which is a slogan widely used within Austin. Additionally, to increase user engagement, we would post **polls, hold giveaways, and host social media challenges** for our local users.

VIII. Management and Organization

A. Management Team

The **Crumbl Cookies** management was started first and foremost by Jason McGowan and Sawyer Hemsley, who are the founders, CEO, and COO (respectively) of **Crumbl Cookies**. The management team for our location starts with the **three franchisees/franchise owners**: Rounav Sur, Allison Zhuang, and Romita Sur, and each co-owner will get the same **33.33% stake** in the company. Each franchisee will have a sector of the business that they will lead to keep company processes.

The **Director of Marketing** will be **Allison Zhuang**, due to her love for art and her creativity. Art and design is something Allison enjoys doing, which means that she will be passionate and focused on helping our franchise appeal to others. Allison's job will be to **post on our social media accounts** and **look for any possible partnerships** we can do with celebrities, influencers, organizations, and school clubs.

The **Director of Finance** will be **Rounav Sur**, not just because of how much he enjoys math and working with numbers, but also because of his analytical skills that are vital to maintaining a financially stable store. Rounav's job will be to maintain **accounting processes**, like bookkeeping and deciding payroll, **go over all the financial information**, and make **financial decisions** for the company. He will make sure that all the **finances are accurate and ethical**, as to not cause any legal issues.

The **Director of Operations** will be **Romita Sur**. Romita has always had great leadership skills and is very compassionate, which means that our employees will enjoy working for a kind boss in a smoothly running business. Her job will be to **oversee all processes** happening inside and outside the kitchen to make sure it is everything is running smoothly and all employees are working and acting appropriately and professionally. She will **set new goals and budgets**, **look over different departments** like marketing, and **implement company policies**.

		STRENGTHS	WEAKNESSES
	Allison Zhuang	-Very artistic, creative -Collaborates well with others	-Has trouble with staying organized
	Rounav Sur	-Enjoys working with numbers -Honest and organized	-Has a poor work-life balance
	Romita Sur	-Has very good leadership and speaking skills -Compassionate and kind	-Loses track of time

B. Plan to Further Develop Management Team

After gaining approval to open a **Crumbl** franchise, franchisees must start the training process. First, franchisees must go through a **self-guided training** course that takes up to 30–40 hours. Franchisees will go through a special system that **Crumbl** created, **Crumbl University**. Through this training, franchisees will learn the ins and outs of how to run a store, setting them up for success. **Crumbl** will also send their own **trained bakers** to the store to help train staff and aid up to the point of the grand opening. Even after the grand opening, **Crumbl** still offers **support from the HQ department** team that **looks after management**.

Besides the training held and the help given by **Crumbl**, we also plan to further develop our skills as directors to help staff and management. We will strive to properly communicate and manage with principles. We will treat everyone with respect, foster a positive **atmosphere**, and **embrace change**. To do this, we will create a

feedback form for employees so that we can look over weak spots we might have not noticed. We also plan to have **monthly meetings** or **check-ups** with all of our staff to see what we could all do better as a group. These actions will help us increase **efficiency** and create a **great work environment**.

C. Succession Plan

In the event of incapacity or continued absence of a franchisee, the franchise will be redivided amongst the remaining two franchisees. In the case that a key employee leaves, we will **extensively review many resumes** and hold **interviews** to ensure that they will be ready to take on such an important position. If there is a promising **full-time employee** with **good management experience** and the **admirable qualities** found in leaders, there is a chance that a **part stake** in the franchise could be given to them as well as a promotion to director. We will make sure they are qualified for this position by getting **testimonies from previous employers** along with having multiple **rounds of interviews** to see if they are qualified for such a crucial position. They must also go through the same franchisee training process to become a part of the franchisee directing team.

D. Additional Personnel

At the start of our franchise, having **three co-owners managing different departments** and one or two bakers should be enough to support our store. If we expand or experience a lot of growth, we will hire more full-time and part-time personnel. Since we are located in the heart of the **UT campus**, we hope to get **students** who have just passed out of or are still in college and are looking for **short-term jobs and internships** for positions such as cashiers, along with **long-term jobs** for positions such as bakers and **management jobs**. This means that we can have young, enthusiastic employees who will be around for a long while to really understand our business, be loyal, and help us to succeed. We want to get qualified workers, so, for example, if we need a baker, we will turn to students from UT or other colleges with a culinary degree who have experience baking and will be a good fit for the company, while if we need someone to help in the finance or marketing department, we prefer they have a degree in a business-related field. As we grow even larger and larger, these employees will get promoted and work their way up the **management hierarchy**.

IX. Business Resources

A. Major Operating Equipment

Because we are a bakery, a lot of equipment is necessary, especially in the kitchen. We will not be leasing any of this equipment because of the complicated contracts and the risk it carries in the long run. The first major piece of equipment that we will need is **two industrial convection ovens** to bake all of our cookie orders in. These ovens also contain a **cooling rack** at the bottom to cool and store our cookies, but these are not enough, so the next piece of equipment are cooling racks. These are a necessity so we can conserve space while the cookies cool. We will also need an **industrial refrigerator** to keep things like our cookie dough and ingredients fresh. Next, a **dishwasher** is an important operating equipment so that we can save time by not making our chefs hand-wash all the items they use. Another piece of equipment that we will need to make sure our store is running efficiently is an **industrial-sized mixer**. Our last major operating equipment is a **van** to deliver cookies. This van will also be a way for us to market our store because we will wrap it in a **Crumb! Cookies**-themed design.

Secondary items will include all of our **cookware and bakeware**, arguably the most important items that we will need. We will also need **iPads** because that is what customers will use to complete the payment process.

All of these supplies should cost no more than **\$240,000**.

B. Major Suppliers, Location and Payment terms

Crumb! works with multiple suppliers, with one of the main ones being **Sysco**, which we officially validated with **Crumb!'s PR team**. Within Texas, there are multiple **Sysco** locations that can ship to us easily with the nearest location being in San Antonio, Texas. However, if needed, we can always fall back on local suppliers. Only 10 minutes away from our **Crumb!** location, there is a **Costco Wholesale**. With a large variety of items at low prices

it is a great choice to bulk supply our materials from there. Another supplier that we will use is **Webstaurant Store**, a reputable online restaurant supply company. This way we can save resources and directly ship fresh goods to us. Payment is online, and prices are lower than average. We can also pay a small fee to upgrade to the premium version in order to save on shipping costs.

C. Outside Resources Needed to Fulfill Customer Requirements

Other supplies needed for our franchise are our **cleaning supplies**, since we serve food, we must keep our store clean. We will need to purchase **bathroom supplies**, **mops**, **disinfectants**, and lots of **soap** in order to keep our restaurant a clean and safe place. We will also purchase entertainment options to make the **Crumbl** experience more enjoyable, **speakers** to play music in the store would keep moods up and give customers a better experience. We will also need a **TV** to help change our **menu weekly** as well as decorations to help with aesthetics for appeal.

D. Quality Control Procedures

Our procedures for quality control will start with using **verifiable suppliers**, with established and reputable suppliers we can ensure that we are only selling **high-quality and safe food** at our franchise. In addition, we will be implementing **regular audits on our food supply and management** once in the store. We will keep all the inspections up to date to ensure our customers are provided with a safe experience. Finally, to make certain that we provide quality service, we will implement **customer feedback** collected through surveys into our improvements.



E. Skilled Labor Availability

There is a **high availability of skilled labor**, and as our franchise is located within the **UT Campus**, many **students and graduates** are looking for **part-time** and **full-time jobs** to make some extra cash. With UT's student population over **50 thousand**, there is no end to the availability of labor due to students always looking for ways to make money. For positions that require greater expertise, there are people with the necessary skill and experience levels in Austin to help our business due to the **education from UT** and overall **high education level** in **Downtown Austin**. The goal is for these people to stay a part of the organization for the coming years so they have the same goals and visions for what direction the company is heading in. We will market this opportunity to students as a way to make money and help them gain skills. Furthermore, because **Crumbl** offers great **benefits to full-time employees**, people will want positions. Benefits include free **health, dental, vision, and life insurance**, which are offered to full-time employees. **Full-time employees** also receive **\$500 annually for travel funds, 2 extra days of PTO** (paid leave) annually, and **maternity leave** after 6 months of working full-time. **All employees** receive 15 days of PTO annually, a 100% 401k contribution match, and extra days off in the summer.

F. Necessary Training Required to Upgrade Skills

To upgrade the skills of labor and administrative employees, we will need proper training to further improve our customers' experience. To ensure that our products are up to quality, training will happen **before the grand opening**. **Crumbl** sends over their **own trained bakers** weeks before the grand opening to **teach new staff** and **aid the store**. The **trained bakers** will watch over the employees while they learn how to operate and navigate the store. On top of this training, we will also implement our own. Employees will work in **groups** on some days and **individually** on other days. Having our employees work in both environments can help improve their **cooperation skills** while also letting employees know how to work **independently**. Furthermore, managers, especially bakery managers, will also do individual **checks** to make sure each employee passes a certain skill level and meets the **requirements** for their position. This training will also continue after the store opens for future employees if any positions need to be filled. For the initial cost of the training for our starting employees, the cost of training should not surpass **\$5,000** depending on how long the training periods are.

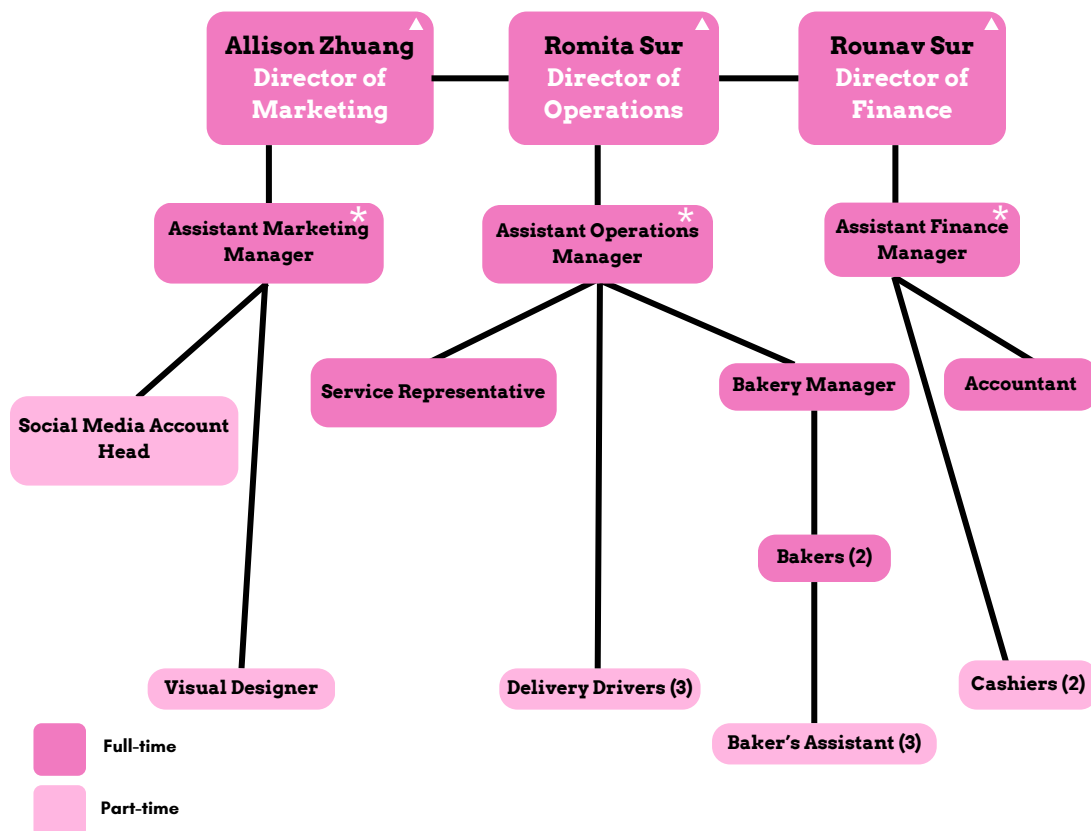
G. Projected Full-time and Part-time Employees

For our location, we plan to have a **total of 18 employees** working at the downtown Austin bakery. We will look for full-time employees to fill the managers underneath us, the accountant, and the service representative. We will look for part-time employees to fill the spots of the social media account manager, visual designer, assistant bakers, cashiers, and delivery drivers. In total, we will have **8 full-time employees** (directors included) and **10 part-time employees**. As you can see below in our wages breakdown chart, we are paying our employees a very fair amount for their work, and this is because we want to ensure the well-being of our full-time, part-time employees along with our interns and have a high employee retention rate.



Position	Hourly Rate per Employee	# of Hours (Monthly)	Total Monthly Payroll (for ALL)	Total Annual Payroll (for ALL)
3 Franchisees ▲			\$15,000.00	\$180,000.00
3 Managers *	\$20.00	150	\$9,000.00	\$108,000.00
5 Full-time	\$17.50	150	\$13,125.00	\$157,500.00
10 Part-time	\$15.00	75	\$11,250.00	\$135,000.00
Totals			\$48,375.00	\$580,500.00

H. Organizational chart



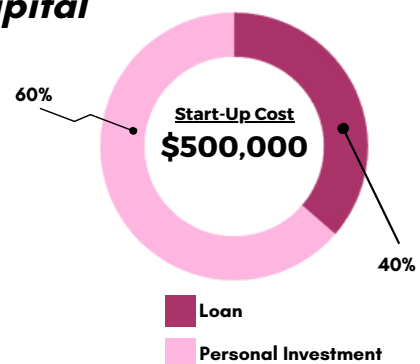
X. Financial Plan and Data

A. Company's Sales and Profit Trends

Crumbl Cookies' total sales for **2024** are **\$1,823,317,462**, and there are **1071 Crumbl stores**, meaning that the average revenue per store is about **\$1.71 million**. As the fastest-growing dessert chain, **Crumbl** is expected to experience an **increase in popularity and sales in the coming years**. Putting our location in Downtown Austin will help us because there is a lot of foot traffic in that area, and since it is placed in such an urban area that is heavily populated and rapidly growing, there is a lot of potential for our Austin location to exceed \$1.7 million in revenue by a very large amount in just our first few years. The lowest **Crumbl Cookies** franchise revenue was **\$734,278**, and the highest **Crumbl Cookies** location generated was **\$4,022,090**, so our location will be in between these ranges. We are making a conservative estimate with a projected revenue of **\$1.42 million** in our first year. We will **break even after 21 months**, in September 2027.

B. Outline your strategy and timing for obtaining capital

To raise capital for our franchise, we will make a personal investment and also receive a loan from an investor. **Crumbl's** total start-up costs will be very close to **\$500,000**. Of that \$500,000, us franchisees will personally invest **\$300,000** (\$100,000 each), which is **60%** of the total start-up cost. We request the remaining 40%, which is \$200,000, at a rate of **6%** paid back over a **48-month** period **compounded monthly**. Below, we have an **amortization table** explaining how exactly the loan is structured and will be paid back.



Year	Beginning Balance	Interest	Principal	Ending Balance
1	\$200,000.00	\$11,041.72	\$45,604.65	\$154,395.35
2	\$154,395.35	\$8,228.98	\$48,417.44	\$105,977.91
3	\$105,977.91	\$5,242.62	\$51,403.72	\$54,574.19
4	\$54,574.19	\$2,072.17	\$54,574.19	\$0.00

C. Two-year projected operating statement

We project to make **\$1,420,823.00** and **\$1,877,326.00** in revenue in our first and second years, respectively. **Crumbl's** average revenue is right around **\$1.7 million**, so in our first year, we will make around \$300,000 less than the average, and in our second year, we are projected to make around \$300,000 more. This is because our franchise is in a prime location with many students and working adults who have easy access to our store. We are also the only **Crumbl Cookies** located near enough for UT students to be able to walk to, as the next closest location is over nine miles away. Our combined net profit in our first two years is projected to be **\$662,916.36**, our **ROI** over the first two years is **32.58%** and the **investment gain** is **\$162,916.36**.

One thing to note in the operational statement is that we pay **0% tax**. This is because, in Texas, franchises that

make **less than \$2.47 million annually** don't have to pay any business taxes. Even in year 2, we do not break the \$2.47 million threshold, so there will be no franchise taxes.

Also, in **quarter 3** (July–September), it can be seen we make **less** in that time period. This is because this is during **summer break**, when students are not on campus, so there is **not as high of a student demand**. We get sales during that period because the **UT campus is still fully open** during the summer for classes, research, and labs, and thousands of students from around the country come to **intern** in Austin. For all these people, **subletting**, which in this case is where students lease their apartment to a subtenant, has become a very popular and common living option. This means that they will likely live near our franchise and be exposed to the delicious treats that **Crumb Cookies Austin** has to offer.

Finally, in our **second year**, the wages increase by **\$30,000 per quarter** or **\$120,000 for the full year**. This is because we franchisees are **increasing** our **salaries** from **\$60,000** to **\$100,000** to help us recover the cost of our personal investments in the franchise.

As you can see below, our two-year operation statement goes in depth about our projected revenue, expenses, and net income by quarter.

Crumb Cookies Two-Year Operational Statement										
	Year 1, Quarterly Overview				Year 2, Quarterly Overview				Yearly Totals	
	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year 1	Year 2
Revenue:										
Product Sales:	\$267,208.00	\$341,380.00	\$323,586.00	\$372,486.00	\$413,482.00	\$428,250.00	\$395,108.00	\$442,132.00	\$1,304,660.00	\$1,678,972.00
Services Sales: (Delivery, Catering, etc.)	\$14,678.00	\$34,088.00	\$25,590.00	\$41,807.00	\$44,282.00	\$51,293.00	\$48,580.00	\$54,199.00	\$116,163.00	\$198,354.00
TOTAL REVENUE									\$1,420,823.00	\$1,877,326.00
Expenses:										
Initial Franchise Fee:	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$0.00
Employee Training:	\$15,000.00	\$3,000.00	\$500.00	\$1,500.00	\$800.00	\$1,500.00	\$1,200.00	\$1,000.00	\$20,000.00	\$4,500.00
Licensing, Permits, and Fees:	\$80,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$83,000.00	\$4,000.00
Equipment and Supplies:	\$200,000.00	\$10,000.00	\$10,000.00	\$20,000.00	\$24,000.00	\$8,000.00	\$10,000.00	\$12,000.00	\$240,000.00	\$54,000.00
Employee Wages:	\$193,000.00	\$193,000.00	\$193,000.00	\$193,000.00	\$223,000.00	\$223,000.00	\$223,000.00	\$223,000.00	\$580,500.00	\$892,000.00
Loan Payments and Interest:	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$56,646.36	\$56,646.36
Rent:	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$32,000.00	\$32,000.00	\$32,000.00	\$32,000.00	\$120,000.00	\$128,000.00
Insurance:	\$1,011.00	\$1,011.00	\$1,011.00	\$1,011.00	\$1,061.00	\$1,061.00	\$1,061.00	\$1,061.00	\$4,044.00	\$4,244.00
Maintenance:	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$8,400.00	\$8,400.00
Utilities:	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$11,000.00	\$11,000.00
Tax @ 3.75% (for revenue over \$2.47 million):	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Royalty Fees @ 8%:	\$22,550.88	\$30,037.44	\$27,934.08	\$33,143.44	\$36,621.12	\$38,363.44	\$35,495.04	\$39,706.48	\$113,665.84	\$150,186.08
Other Expenses:	\$15,000.00	\$5,000.00	\$3,000.00	\$2,000.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$25,000.00	\$10,000.00
TOTAL EXPENSES									\$1,312,256.20	\$1,322,976.44
NET INCOME									\$108,566.80	\$554,349.56

D. One-year projected cash flow statement

In our first year in business, our **inflows** include our revenue, franchise investments, and loans, which come out to **\$1,920,823.00**. Our cash **outflows** come out to **\$1,312,256.20** from our expenses, such as fees, rent, utilities, and wages. In our first year, we have **\$608,566.80 available**. Below is our franchise's one-year cash flow statement.

One-year Cash Flow Statement					
	Year 1, Quarterly Overview				Year 1
	Q1(Jan-Mar)	Q2(Apr-Jun)	Q3(Jul-Sep)	Q4(Oct-Dec)	
Cash Inflows:					
Revenue:	\$281,886.00	\$375,468.00	\$349,176.00	\$414,293.00	\$1,420,823.00
Franchise Investments:	\$300,000.00	\$0.00	\$0.00	\$0.00	\$300,000.00
Loan:	\$200,000.00	\$0.00	\$0.00	\$0.00	\$200,000.00
TOTAL INFLOWS					\$1,920,823.00
Cash Outflows:					
Wages:	\$145,125.00	\$145,125.00	\$145,125.00	\$145,125.00	\$580,500.00
Equipment:	\$200,000.00	\$10,000.00	\$10,000.00	\$20,000.00	\$240,000.00
Fees:	\$133,000.00	\$0.00	\$0.00	\$0.00	\$133,000.00
Training:	\$15,000.00	\$3,000.00	\$500.00	\$1,500.00	\$20,000.00
Loan:	\$14,161.59	\$14,161.59	\$14,161.59	\$14,161.59	\$56,646.36
Utilities:	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$11,000.00
Rent:	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$120,000.00
Maintenance and Insurance:	\$3,111.00	\$3,111.00	\$3,111.00	\$3,111.00	\$12,444.00
Tax @ 3.75% (if rev > \$2.47 mil.):	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Royalty Fees:	\$22,550.88	\$30,037.44	\$27,934.08	\$33,143.44	\$113,665.84
Other:	\$15,000.00	\$5,000.00	\$3,000.00	\$2,000.00	\$25,000.00
TOTAL OUTFLOWS					\$1,312,256.20
CASH AVAILABLE					\$608,566.80

XI. Conclusion

As the **fastest-growing dessert chain** in the US, **Crumbl Cookies** has incredible potential as a franchise. Our PESTEL analysis has shown a multitude of **growth opportunities** due to the **rapid online popularity, population, and economic increase**, particularly in the vibrant **Downtown Austin** area. With a focus on the student population from **UT Austin**, our target market, we have implemented effective systems to incentivize them to buy from us, such as **UT-themed cookies, reward systems, and BEVO Pay**. With an expected ROI of 32.58% in our first two years, the future of **Crumbl Cookies Austin** is not just promising but is set up for massive success.

Crumbl's distinct advantages, such as its **diverse cookie selection, rotating menu**, reputation for **high-quality treats**, and large **social media presence** set it apart from competitors. The brand's ability to engage and interact with its large and loyal customer base cements its position as an exceptional business in the dessert industry.

Beyond **profitability**, our overarching mission for this franchise is **community impact**. Through opening this franchise, we are able to contribute meaningfully to the community through initiatives such as **internships** and **fostering positive** experiences that extend beyond just cookies and into the lives of our customers.

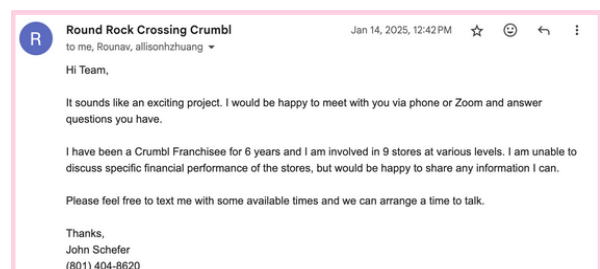
In summary, **Crumbl Cookies** offers an **irresistible franchising opportunity**, combining a distinctive business model with an increasing market demand. Our extensive research on our **current and future marketing strategies**, along with our **target audience and location** clearly displays how investing in a **Crumbl** franchise in downtown Austin will have **remarkable returns** for investors.

Franchisees will personally invest \$300,000 (\$100,000 each) and ask for a loan of \$200,000 in exchange of a 6% interest rate paid back over a 48-month period compounded monthly

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XIII. Appendix



We corresponded and met with Mr. John Schefer, a 6-year **Crumbl** franchisee who has been involved in 9 locations. He was able to give us valuable information about **Crumbl's** business operations which we incorporated into our report. His knowledge of Austin's dessert market proved vital to our present market analysis.