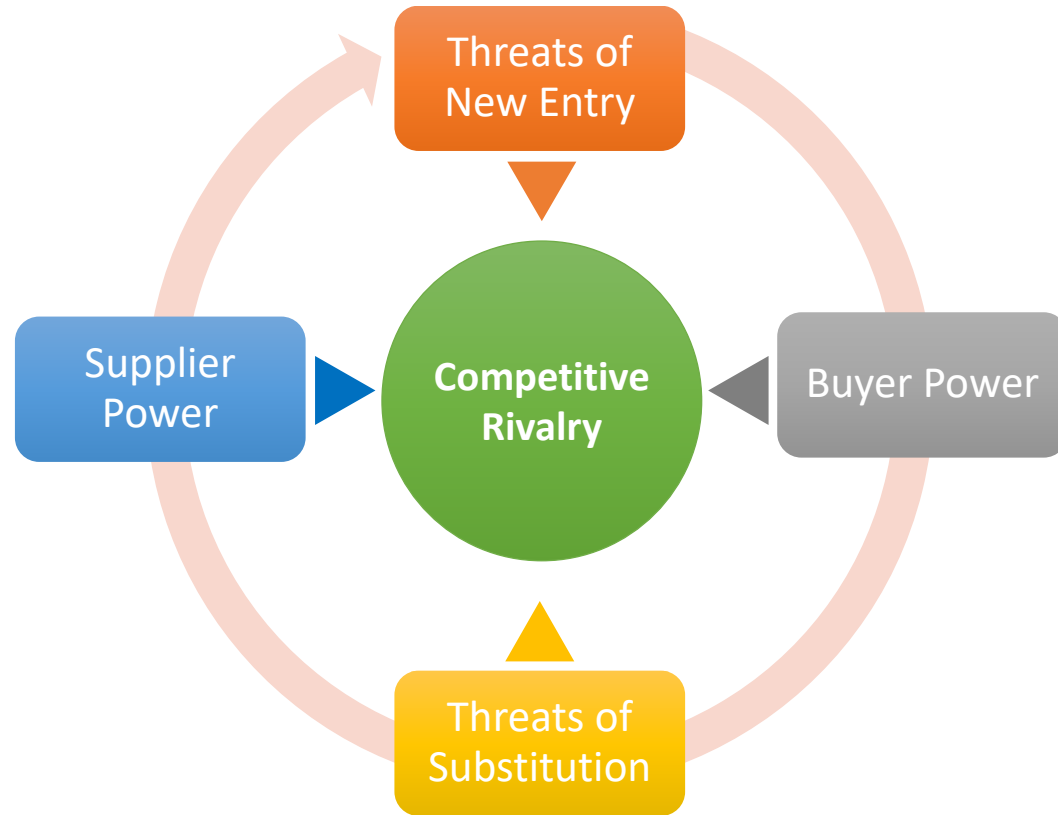


01

Competitive Analysis



Porter's Five Forces Analysis



Suppliers & Buyers' Power

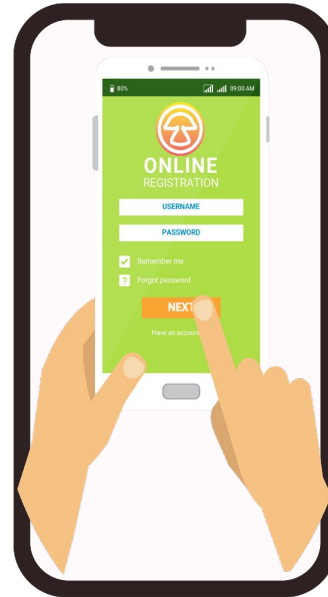
HIGH

Reliance on suppliers' offering



TANGO BUY

Digital farmers market to your door



HIGH

Given a wide range food delivery service conveniently from the palm of their hand





→ Food Delivery Service



→ Retailers



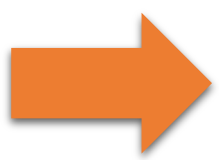
→ Wholesale Distributors



→ Farmers' Market



Threats of New Entry
Threats of Substitutes

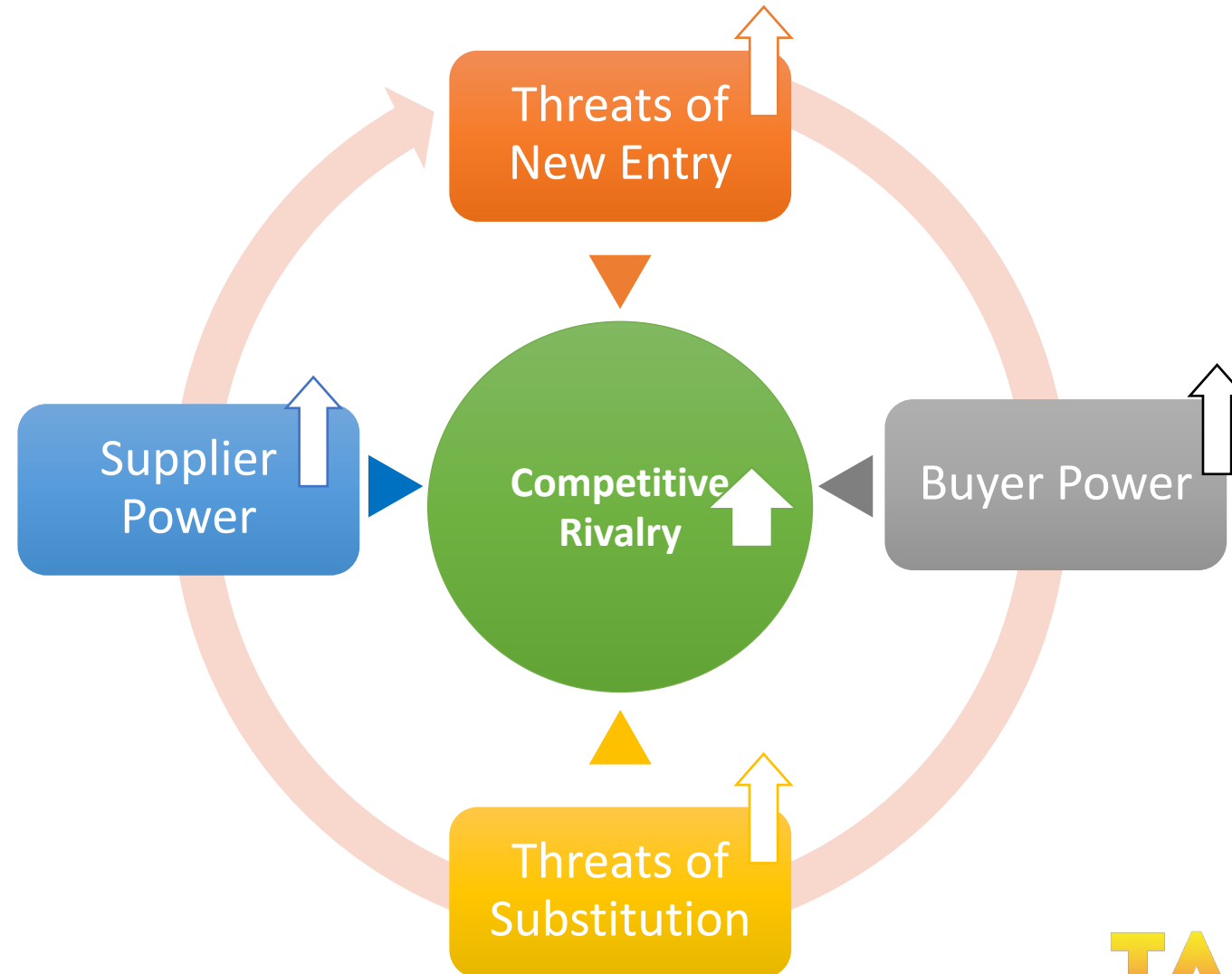


High

Competitive Rivalry Analysis

Local & Specialty Products	Artisanal Product Variety	Home Delivery Option	Minimum Order Value	Group Buy Feature	Pricing Power	In-Person Shopping Experience	Seasonality
Food Delivery Services	Low	✓	✓	X	X	X	X
Wholesale Distributors	Low	✓	✓	X	✓	X	X
Retailers	Low	✓	X	X	✓	✓	X
Farmers' Market	High	X	X	X	✓	✓	✓
Tango Buy	High	✓	X	✓	X	X	✓

Porter's Five Forces Analysis



Sustainable Competitive Advantage



To provide our users with a better experience
Tango Buy will...

- Care in choosing and gathering niche products of local artisanal goods which are hard to find in the regular market
- Build relationships with our suppliers
- Provide distribution service
- Keep users up to date with seasonal product availability and unique product offerings with weekly updates



02

Go-To-Market Plan



4Ps of Marketing

PRODUCT

Key features

Acquisition plan

PRICE

Sources of Revenue

PLACE

What channels do our customers engage with?

PROMOTION

Best time to promote

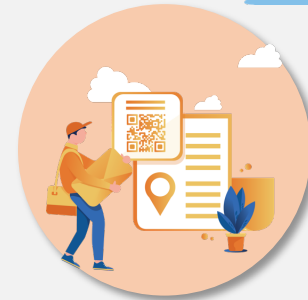
How to reach the audience



4Ps - PRODUCT

Key features
Of our service

1. Digital platforms (Web & App)
2. Free delivery service
3. Group-buy
4. Easily connect with local producers



Key features
Of our product

5. Artisanal and Rare
6. Locally-sourced



4Ps-PRODUCT

Acquisition plan



Place

- Farmer's market
- ON farm's association
- Directly connect with Tango Buy

Quality

- Ingredients
- Locally produced

Price

- Able to provide pricing list for group-buying
- Fair margin

Service

- Process time cycle ≤ 3 days
- Cash out in advance VS after

4Ps- PRICE

Sources of
Revenue

30-50% Commission from suppliers

SUPPLIERS

Software as a service:
5% service fee on each transaction

CONSUMERS

\$5.99 subscription on membership

4Ps-PLACE & PROMOTION

An e-commerce platform with high variety of local artisanal products, with the home delivery option, without minimum order value, and offers the group-buy feature.



Farmers Market
and
Craft Shows



Social Media



Sales Promotion

Location

INITIAL LOCATION:

GTA

**EXPANSION
LOCATION:**

Other cities



4Ps-PLACE & PROMOTION

June to October in Events and Festivals

Offline

JUN. 2022 & 2023



50,000 attendees

OCT. 2022 & 2023



140,000 attendees

sweetery™ 75,000 attendees

AUG. 2022 & 2023



100,000 attendees

MAR. 2023

Best time to promote

Online

JAN. - MAY 2022 & 2023

- End of Season Sale
- Foodalicious Promotional Ads
- Cottage Life Show Ads (March 2023)

SEPT. - DEC. 2022 & 2023

- Christmas Sale
- OoAK promotional ads
- Black Friday Sale

- Big Summer Sale
- Sweetery promotional ads

JUN. - AUG 2022 & 2023



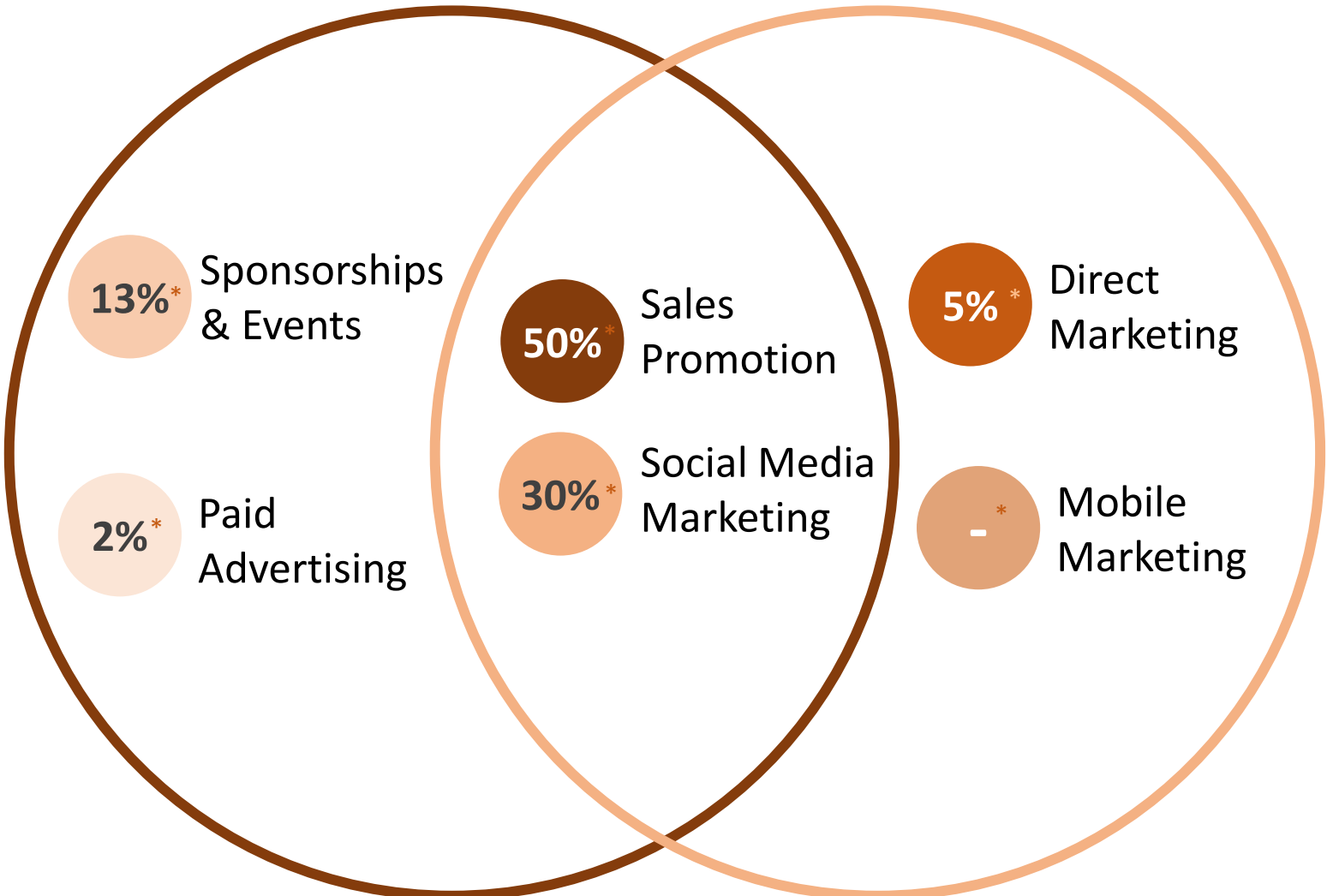


How to reach the audience

NEW USERS

EXISTING USERS

IMC Tools



*% of Marketing Budget



IMC



Sales Promotion

First User Discount

10% off on their first order

New User Discount

Register now and get 10% off

Existing Members

\$5.99 first month for free

New Membership Subscription

1st month free

\$3 off

Holiday Coupon

Monthly holiday coupons like Christmas, Black Friday, etc.
Except months of February to April
For members only

Retained Customers

10% discount on their next order

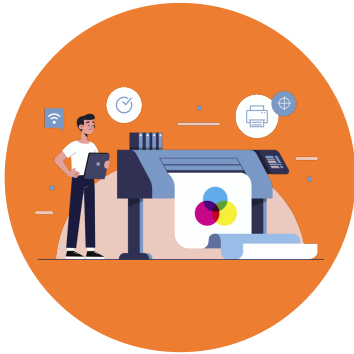
Loyalty Program

Retained customers purchasing more than 5 times we will give them 10% off in their next purchase





IMC

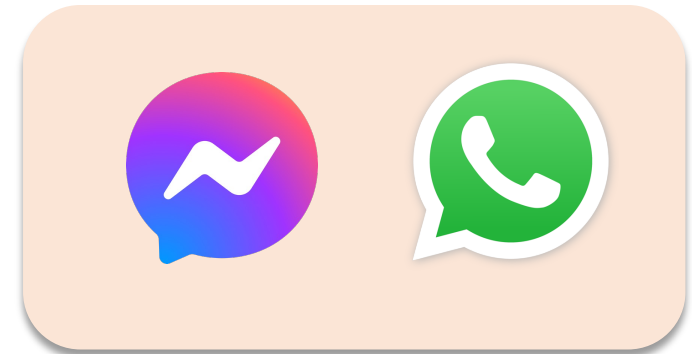


Direct Marketing

- Business cards
- Samples
- Stickers
- Car wraps etc.



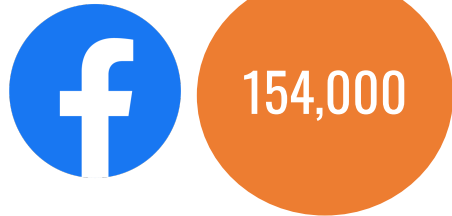
Mobile Marketing





IMC

Number of visitors gathered for year 1

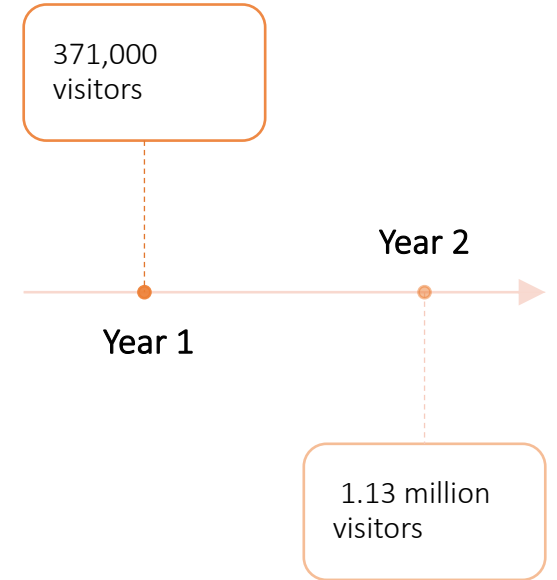


Social Media

How we are going to reach customers



Total yearly visitors

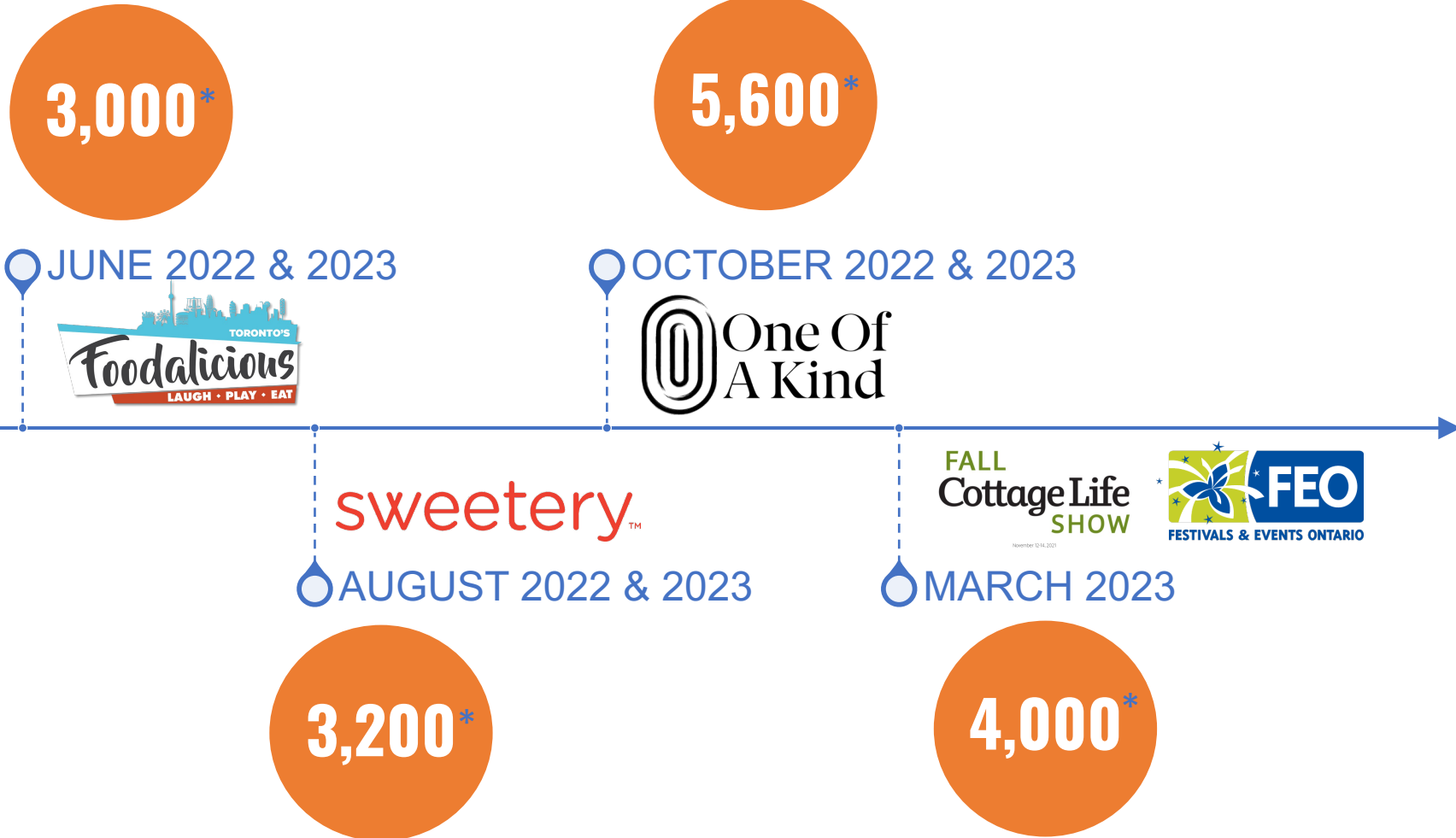




IMC



**Farmers Market
& Craft Shows**



*Number of visitors gathered per event

	Year 1	Year 2
New Converted Customers	19,000	60,000
Number of People subscribed for membership	1,300	4,200
Retained Customer (Purchase >=6times)	5,214	20,200
New Registration Discount : 10% off	\$47,000	\$149,000
Free 1st-month Membership	\$8,000	\$25,000
Event Coupons(holidays)	\$3,600	\$9,700
Retained Customer Benefit	\$ 4,500	\$13,000
Total Cost (\$)	\$64,000	\$197,000



	Year 1	Year 2
Facebook		
CPM	\$11	\$11
Cost (\$)	\$10,000	\$36,800
Visitors	154,000	174,000

Social Media Influencers

Total Number of Influencers at Year End	7	10
Visitors	195,000	887,000
Cost of Influencer with 100k followers	\$200	\$200
Cost of Influencer with 1M followers	\$1,000	\$1,000
Cost of Influencers (\$)	\$10,600	\$41,000

	Year 1	Year 2
Yearly visitors	371,000	1.13m

	Year 1	Year 2
YouTube		
YouTube Video Production	\$1,800	\$3,500
CPV	\$0.026	\$0.026
Cost of YouTube (\$)	\$14,000	\$45,000
Number of Views	538,000	1.7m
Click-Through Rate	4%	4%
Visitors	22,000	69,000

LinkedIn

Impressions	13,314	106,000
Visitors	73	586
CPM (\$)	\$33	\$33
Cost of LinkedIn (\$)	\$50	\$500
Total Cost (\$)	\$ 450	\$ 3,600

Sponsorships & Events

	Year 1	Year 2
Total Attendees	415,000	925,000
Attendees Conversion Rate	2%	2%
Yearly Total Visitors	8,300	18,500
Total Cost (\$)	\$9,500	\$47,500





Direct Marketing

	Year 1	Year 2
Click-Through Rate	2.69%	2.69%
CPM (\$)	\$38	\$38
Total Cost	\$2,300	\$8,100
Yearly visitors	1,600	5,700

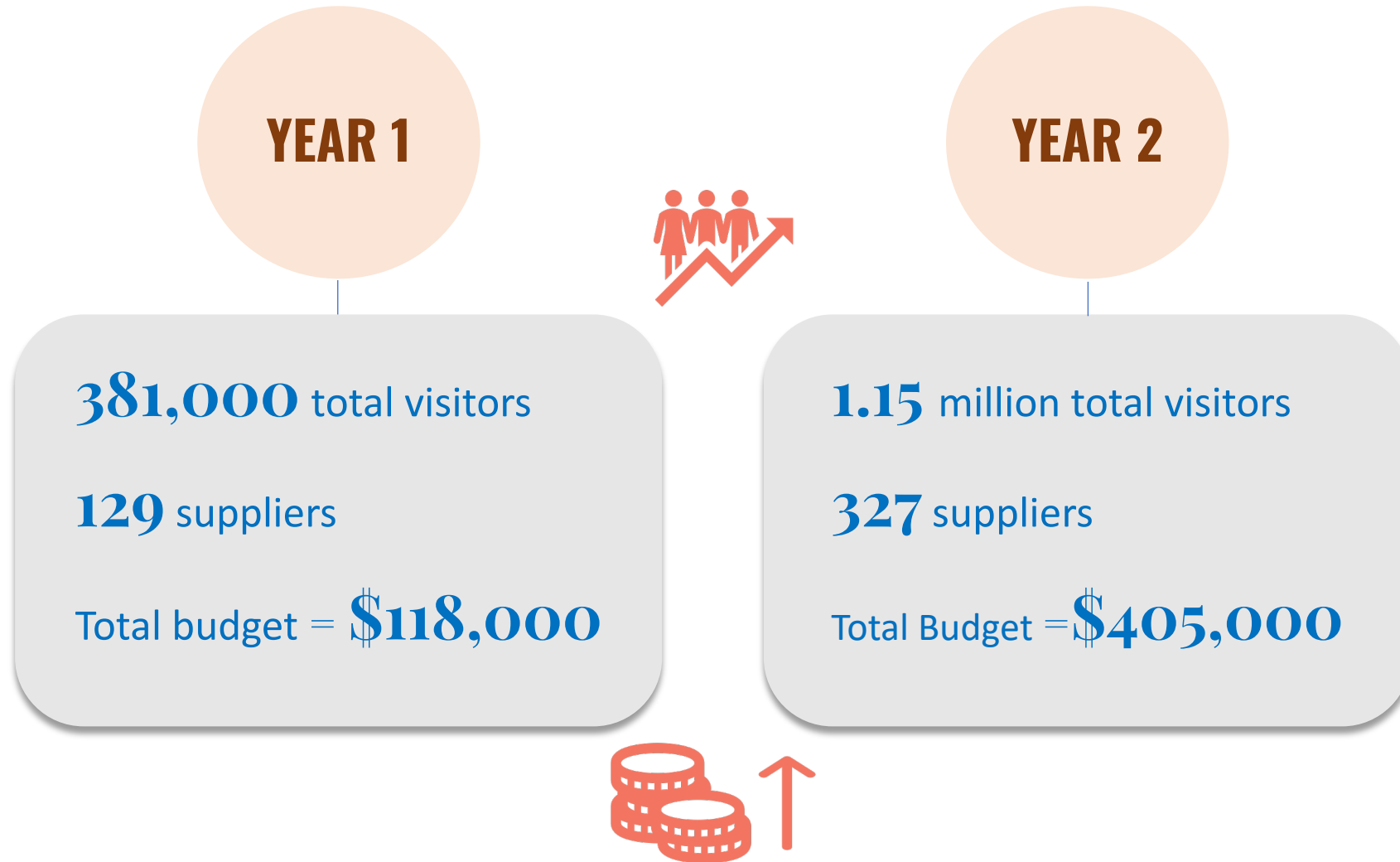
Advertising



	Year 1	Year 2
Mail Campaign	\$180	\$3,600
Number of Stickers per bundle	240	240
Bundle of Stickers Needed	6	83
Price per bundle (240pcs)	\$60	\$60
Cost of Stickers (\$)	\$360	\$5,000
Number of Business Cards per bundle	200	300
Price per bundle (100pcs)	\$22	\$22
Cost of Business Cards (\$)	\$418	\$792
Number of Samples needed	2,300	15,000
Average price per sample	\$0.50	\$0.50
Cost of samples (\$)	\$1,150	\$7,500
Car Wrap (\$)	\$3,000	\$6,000
Total Cost (\$)	\$5,700	\$23,000



MARKETING MILESTONES



03 Business Plan



Product Development Plan

(3 stages, 16 months)

1st Stage (6 months)

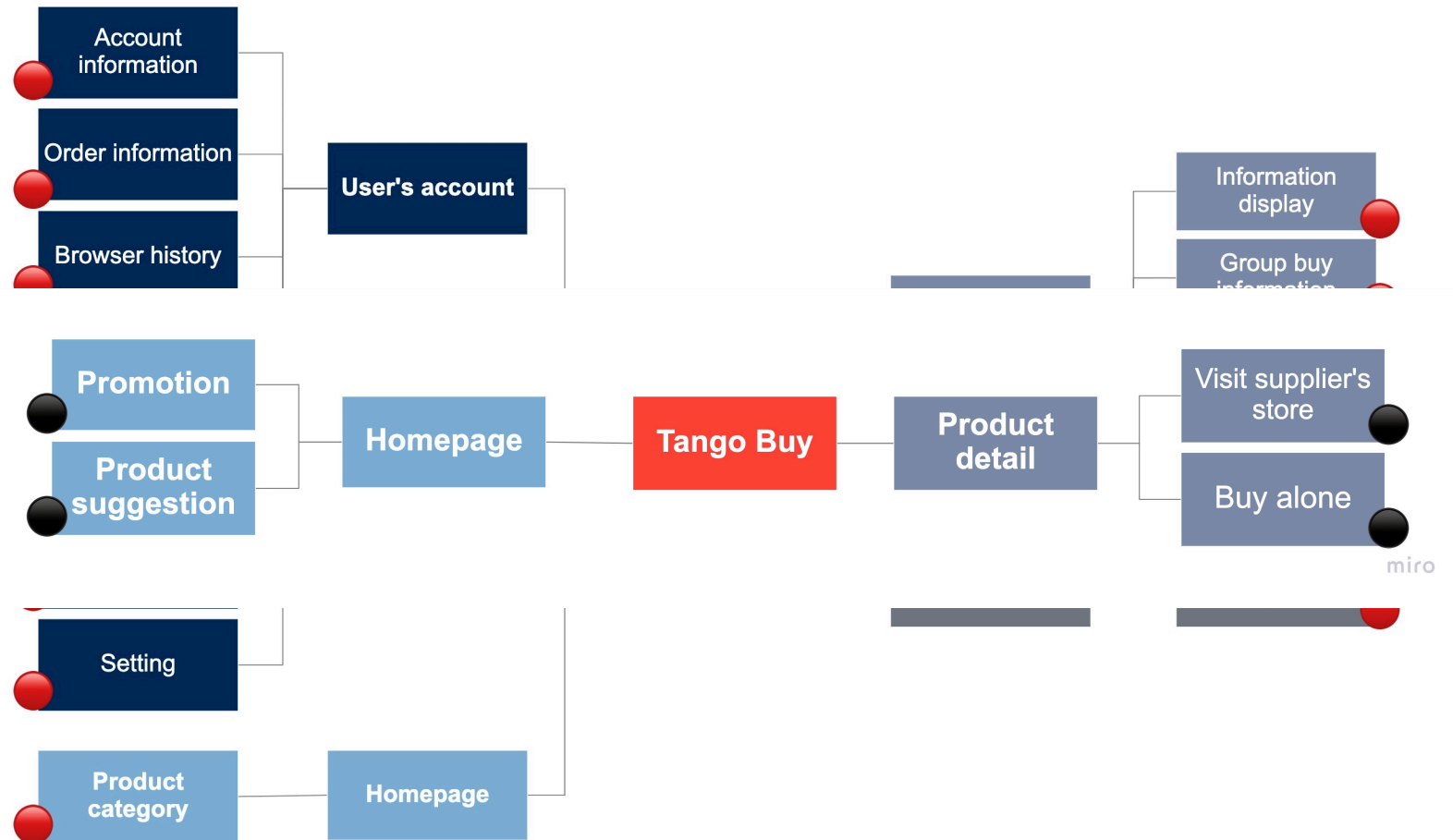
- Essential features

2nd Stage (4 months)

- Engage & Increase the retention%

3rd Stage (6 months)

- Enhance the bond with suppliers



Assumptions on Tollgate 2

1 st Month Expected Targeting Visitors	7,000 ^[1]
Growth Rate (Yr. 1 - Yr. 2)	10.74% ^[2]
Growth Rate (Yr. 3 – Yr. 5)	2.15%
Expected Conversion %	3% ^[4]
Customer Retention Rate	35% ^[5]
Average order size	\$25.00
Monthly order frequency	1.5 ^[6]
Profit per order	30%
Membership Subscription %	7% ^[7]
Membership Subscription \$	\$5.99
Average service fee per order	\$1.25 ^[8]
Marketing Cost % of Gross Revenue	30%



Assumptions on Tollgate 3

Addressable Market in GTA = **\$122 million**

Growth Rate (Yr. 1)	25%
Growth Rate (Yr. 2 - 3)	3%
Growth Rate (Yr. 4 – Yr. 5)	5%
Expected Conversion %	5%
Profit per order	50%

Updated First Year of Sales (2022) - Customer Acquisition Target

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Monthly Targeted Visitors	7000	8750	10938	13672	17090	21362	26703	33379	41723	52154	65193	81491
Converted Customers/Buyers	350	438	547	684	854	1068	1335	1669	2086	2608	3260	4075
Retained Customers Orders	0	123	153	191	239	299	374	467	584	730	913	1141
Total Monthly Customer Orders	350	560	700	875	1094	1367	1709	2136	2670	3338	4172	5215
Subscription	25	55	93	141	201	276	369	486	632	815	1043	1328

TOTAL CUSTOMER ORDERS (2022): 6,113 → 18,973



Updated First Year of Sales (2022) - Revenue Sources

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Sales	\$14,875	\$23,800	\$29,750	\$37,188	\$46,484	\$58,105	\$72,632	\$90,790	\$113,487	\$141,859	\$177,324	\$221,655
#1: Order Commission	\$7,438	\$11,900	\$14,875	\$18,594	\$23,242	\$29,053	\$36,316	\$45,395	\$56,744	\$70,930	\$88,662	\$110,827
#2: Subscription Income	\$147	\$330	\$560	\$846	\$1,204	\$1,652	\$2,212	\$2,912	\$3,787	\$4,880	\$6,247	\$7,955
#3: Service Fee Income	\$438	\$700	\$875	\$1,094	\$1,367	\$1,709	\$2,136	\$2,670	\$3,338	\$4,172	\$5,215	\$6,519
Gross Revenue	\$8,022	\$12,930	\$16,310	\$20,534	\$25,814	\$32,414	\$40,664	\$50,977	\$63,868	\$79,982	\$100,124	\$125,302

TOTAL GROSS REVENUE (2022): \$96,049 → \$576,940



Financial Model – Net Income Comparison

OPTIMISTIC PROJECTION

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	\$1,090,915	\$3,740,255	\$5,991,751	\$9,641,151	\$17,037,761
Less: Cost of Goods Sold (COGS)	\$513,974	\$1,695,746	\$2,417,728	\$3,922,141	\$7,043,602
Gross Profit	\$576,940	\$2,044,510	\$3,574,023	\$5,719,010	\$9,994,159
Less: Total Operating Expenses	\$762,482	\$1,828,536	\$3,335,651	\$5,018,731	\$7,362,526
Operating Income before taxes	-\$185,542	\$215,974	\$238,372	\$700,279	\$2,631,632
Less: Income Tax (35%)	\$0	\$10,651	\$83,430	\$245,098	\$921,071
Net Income	-\$185,542	\$205,323	\$154,942	\$455,181	\$1,710,561

REALISTIC PROJECTION

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	\$1,090,915	\$3,740,255	\$5,991,751	\$9,641,151	\$17,037,761
Less: Cost of Goods Sold (COGS)	\$822,359	\$2,713,193	\$3,868,365	\$6,275,426	\$11,269,763
Gross Profit	\$268,556	\$1,027,062	\$2,123,387	\$3,365,725	\$5,767,997
Less: Total Operating Expenses	\$697,722	\$1,614,872	\$3,031,018	\$4,524,541	\$6,475,032
Operating Income before taxes	-\$429,166	-\$587,809	-\$907,631	-\$1,158,816	-\$707,035
Less: Income Tax (35%)	\$0	\$0	\$0	\$0	\$0
Net Income	-\$429,166	-\$587,809	-\$907,631	-\$1,158,816	-\$707,035





Thank You



Q & A

Appendix



Financial Model – Net Income (20%)

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Revenue	\$15,459.26	\$24,830.20	\$31,184.50	\$39,127.38	\$49,055.99	\$61,466.74	\$76,980.18	\$96,371.97	\$120,611.72	\$150,911.41	\$188,786.02	\$236,129.28
Less: Cost of Goods Sold (COGS)	\$11,900.00	\$19,040.00	\$23,800.00	\$29,750.00	\$37,187.50	\$46,484.38	\$58,105.47	\$72,631.84	\$90,789.79	\$113,487.24	\$141,859.05	\$177,323.82
Gross Profit	\$3,559.26	\$5,790.20	\$7,384.50	\$9,377.38	\$11,868.49	\$14,982.36	\$18,874.71	\$23,740.14	\$29,821.93	\$37,424.17	\$46,926.96	\$58,805.46
Less: Total Operating Expenses	\$41,610.30	\$39,933.61	\$41,561.08	\$45,095.42	\$46,138.34	\$49,316.99	\$54,790.31	\$58,256.96	\$64,465.27	\$68,753.63	\$75,711.10	\$86,282.955
Operating Income before taxes	-\$38,051.04	-\$34,143.41	-\$34,814.35	-\$35,718.03	-\$34,269.85	-\$34,334.63	-\$35,915.60	-\$34,516.82	-\$34,643.34	-\$31,329.46	-\$28,784.14	-\$27,477.49
Less: Income Tax (35%)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Net Income	-\$38,051.04	-\$34,143.41	-\$34,814.35	-\$35,718.03	-\$34,269.85	-\$34,334.63	-\$35,915.60	-\$34,516.82	-\$34,643.34	-\$31,329.46	-\$28,784.14	-\$27,477.49

Financial Model – Net Income (50%)

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Revenue	\$15,459	\$24,830	\$31,185	\$39,127	\$49,056	\$61,467	\$76,980	\$96,372	\$120,612	\$150,911	\$188,786	\$236,129
Less: Cost of Goods Sold (COGS)	\$7,436	\$11,900	\$14,875	\$18,594	\$23,242	\$29,053	\$36,316	\$45,395	\$56,744	\$70,930	\$88,662	\$110,827
Gross Profit	\$8,021.76	\$12,930.20	\$16,309.50	\$20,533.63	\$25,813.80	\$32,414.00	\$40,664.26	\$50,977.08	\$63,868.10	\$79,981.88	\$100,124.11	\$125,301.89
Less: Total Operating Expenses	\$42,547.42	\$41,433.01	\$43,435.33	\$47,438.23	\$49,066.86	\$52,977.64	\$59,366.12	\$63,976.71	\$71,614.96	\$77,690.75	\$86,882.51	\$100,247.20
Operating Income before taxes	-\$34,525.67	-\$28,502.81	-\$27,125.83	-\$26,904.60	-\$23,253.06	-\$20,563.64	-\$18,701.86	-\$12,999.64	-\$7,746.86	\$2,291.13	\$13,241.60	\$25,054.69
Less: Income Tax (35%)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$801.90	\$4,634.56	\$8,769.14
Net Income	-\$34,525.67	-\$28,502.81	-\$27,125.83	-\$26,904.60	-\$23,253.06	-\$20,563.64	-\$18,701.86	-\$12,999.64	-\$7,746.86	\$1,489.24	\$8,607.04	\$16,285.55

MARKET SIZE



**Grocery
Wholesaling**
(Canada)



**E-Commerce
in Grocery**
(Ontario)




**Shop Local on
Digital Platforms**
(Ontario)



**Group Buy
Intention**
(Ontario)

(CANADA, 2020) *Grocery: fruits and vegetables, dairy products and eggs, dry products, meat products, related preparations, etc.*

☐ Average Price per order– \$25 

☐ Average Annual Orders per customer - 18 

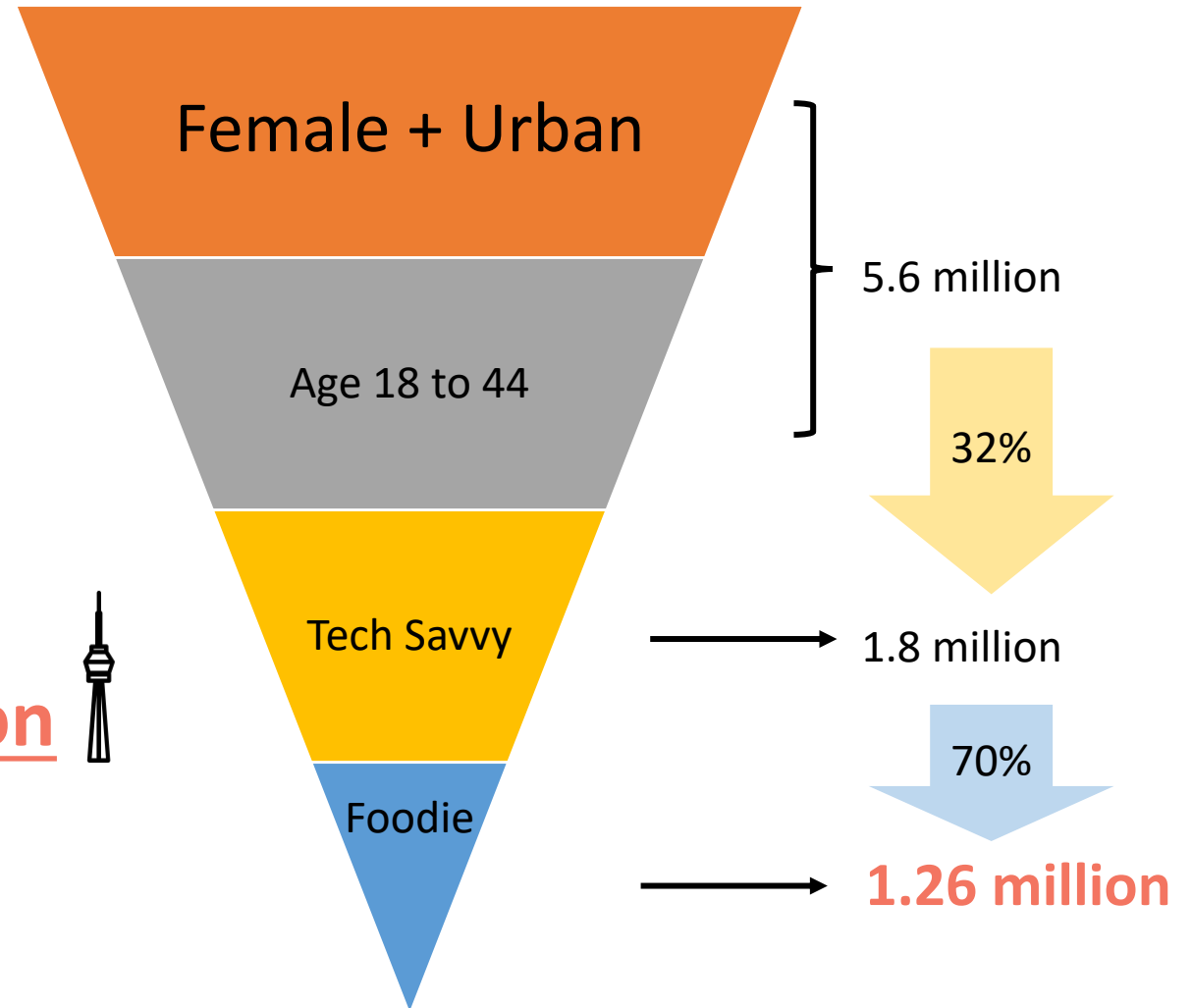
Total Market = \$570 million 

(1.26 million * \$25 * 18)

Addressable Market in GTA = \$122 million 

(270 thousand * \$25 * 18)

Number of Target Customers (Canada)



How we calculated the number of suppliers

	YEAR 1												YEAR 2						
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Attendees	50,000		75,000	50,000	140,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	100,000	50,000	85,000	50,000	140,000	50,000	200,000
Number of Suppliers	143	0	214	143	399	143	143	143	143	143	143	143	285	143	242	143	399	143	570
Suppliers Gathered	11	0	16	11	30	11	11	11	11	11	11	11	21	11	18	11	30	11	43

Starting with 40 suppliers

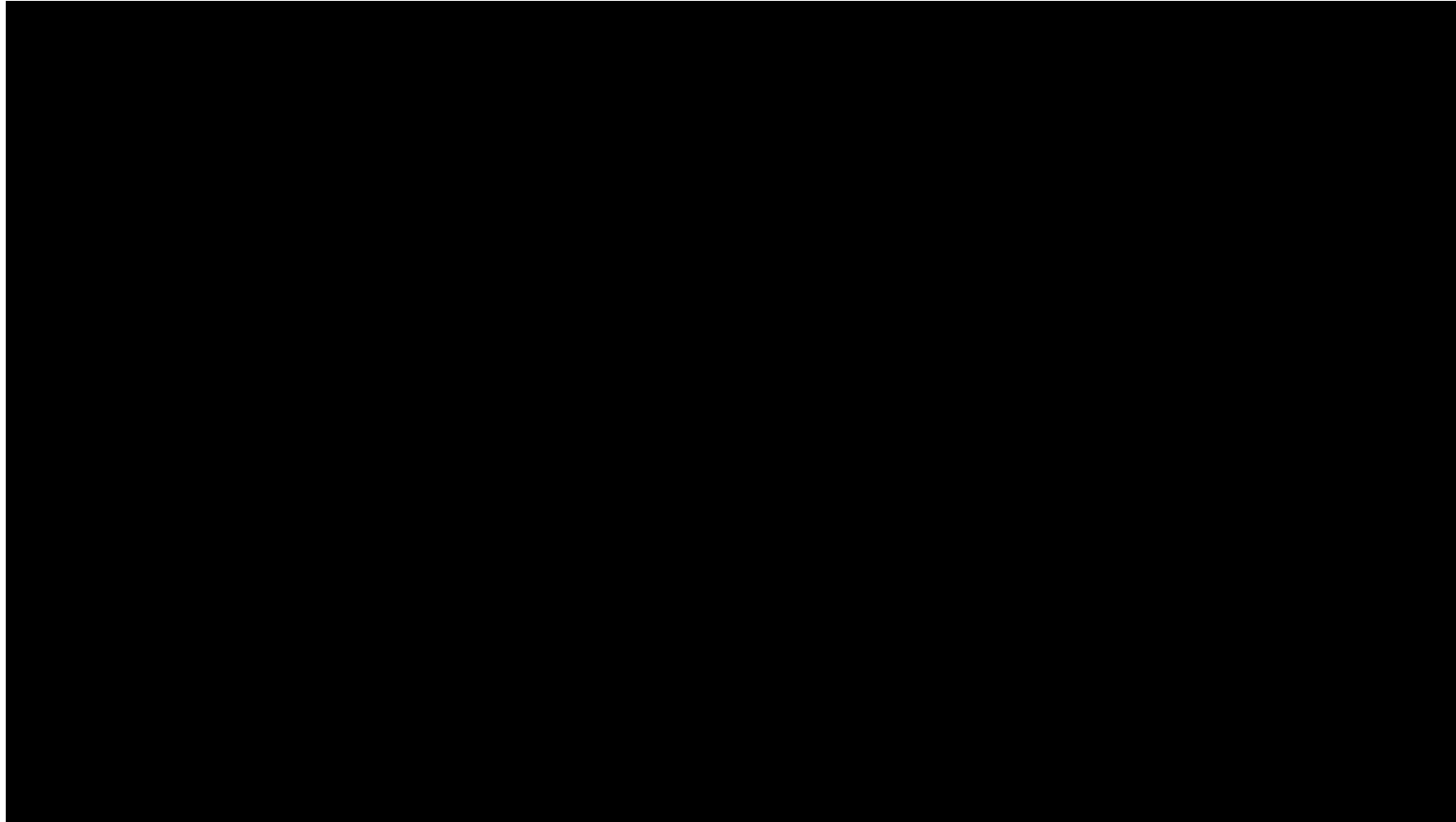
New suppliers
after year 1= 89

Year 1 TOTAL = 129

New suppliers
after year 2 = 198

Year 2 TOTAL =327

How to use Tango Buy app



Problems

Solution

Value Proposition

Local Producers

- ❖ Not **produce** enough
- ❖ No **showcase** to consumers
- ❖ No infrastructure for **distribution**

A Digital Platform
Operational Logistics

- Make income
- **Directly** access to consumers

Consumers

- ❖ Lack of **access** to local produce
- ❖ Unnecessary **spending**
- ❖ Don't know the **source of food**

Group buy
Social Network

- **Easy** access to local produce
- Low cost

Mission

To elevate each small local Ontario food producer to the urban customer one group-buy at a time.

Vision

To bring the most connected farmers market to the customer's home

Product segmentation
Candles
Honey
Coffee & Tea
Hand Soap
Gourmet Nuts
Artisanal-flavored Chocolate
Olive oil
Jam
Spices
Nut Butters
Gourmet Sauces and condiments (Hot Sauce, BBQ sauce, Grilling Sauce, Mustard)
Vinaigrettes

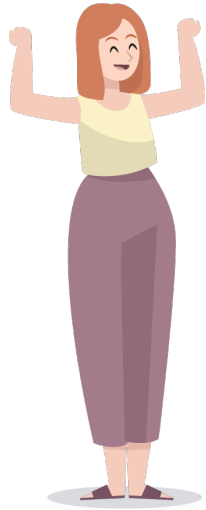


Go-To-Market

1st & 2nd Year Marketing Plan



Target Customer



Like

Target Marketing Keywords

Dislike

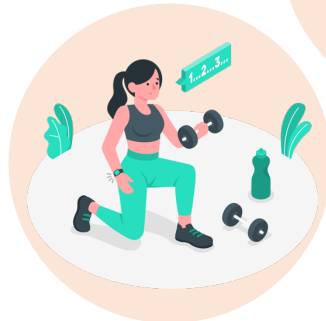
Generally, avoids



"Engaged Shopper"



"Artisanal (Organic Food)"



"Physical Exercise"



Generic food items



Junk food



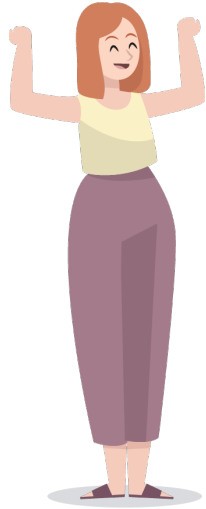


Go-To-Market

1st & 2nd Year Marketing Plan



Target Customer



Like

Ideal design styles



minimalist



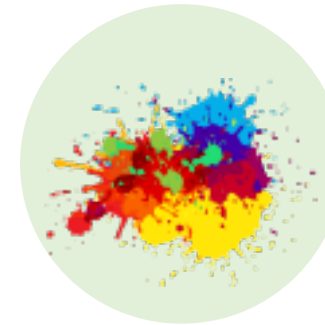
lots of white space

Dislike

Designs to avoid



Too wordy



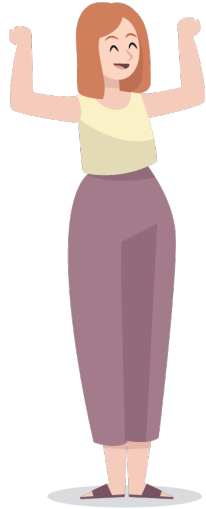
Color splash





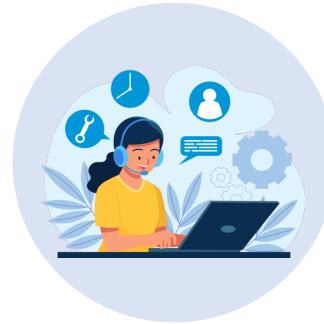
Go-To-Market

Target Customer



Like

other

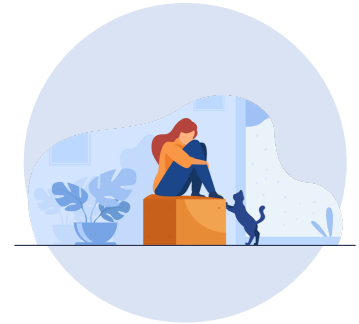


Good customer service

1st & 2nd Year Marketing Plan

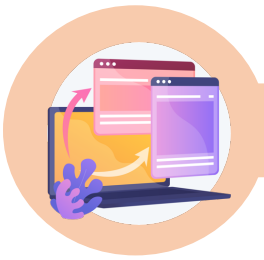
Dislike

other



Poor customer service





Go-To-Market

1st & 2nd Year Marketing Plan



SUPPLIER

Sponsorships and Events



Farmers Market and Craft Shows



Talk with other farmers



Offer an alternative



Introduce Tango Buy



Gain a Potential Supplier





Go-To-Market

1st & 2nd Year Marketing Plan



CUSTOMER



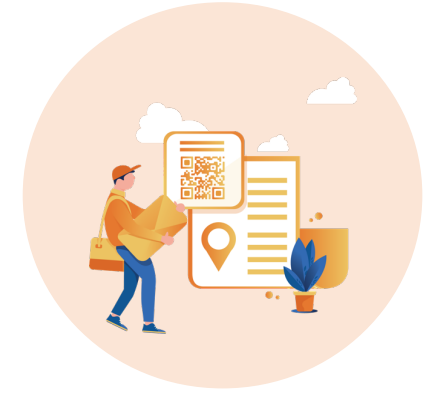
Sponsorships and Events



Farmers Market and Craft Shows



Product Display



QR Code to redirect to online platform



Discount codes and coupons





Go-To-Market

1st & 2nd Year Marketing Plan



Sponsorships and Events



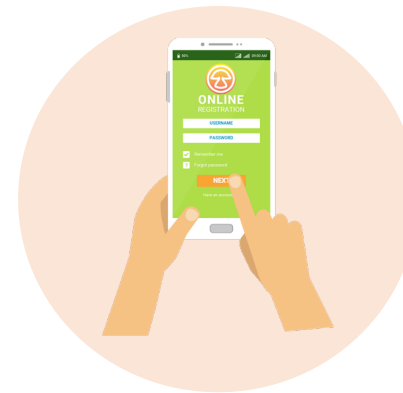
Farmers Market and Craft Shows



Talk with other farmers



Understand the needs of both customers and suppliers



Brand Awareness



Competitive diligence