

Links Between Systems Selected to Business Plan Need

01: Backstory

The backstory to this project starts with my internship this summer. I began working at a boutique consulting firm called Ciel Partners that focuses on helping entrepreneurs turn ideas into companies. A client of theirs was Lucky Laced, a boutique sneaker store in Brooklyn, who had issues with personnel management. During a meeting with the Managing Partners, I listened closely as they described an idea that the Lucky Laced owner had (Ian Higginson) about operating sneaker cleaning services from his store. Upon hearing this idea, I quickly developed an idea of my own: operate this service independently from Ian (as his lack of dedication was causing the personnel issues for Lucky Laced), turn this service into a user-friendly service-app, making it marketable, portable and tapping into the booming secondary sneaker market. The Managing Partners were so impressed by my reconfiguration of this idea, that they let me build the business plan how I wanted to and have put me in charge of the project. Since, I have taken it upon myself to work on starting this company with the support of Ciel Partners.

02: Introduction

The company I am building is called ReFresh Kicks, an on-demand sneaker cleaning service-app/website. The service delivery process includes the following steps:

1. *First Contact:* Customers will create an account on our website/app or sync their social media account
2. *Ordering:* Customers place an order for their sneakers to be cleaned or refurbished, choosing between the three levels of service we offer (outlined in BMFiddle) – the customer pays via E-Commerce website
3. *Pickup:* An alert is sent to the delivery team manager who then uses a Delivery Management System to organize delivery staff to pick up the sneakers at the customer's location
4. *Dropoff:* The delivery staff drop off all open-order sneakers at the cleaning facility
5. *Cleaning:* The professional, expert cleaning staff clean/refurbish the sneaker according to customer's order and specifications
6. *Service Delivery:* The service delivery manager organizes delivery staff to pick-up the finished product from the cleaning service and deliver it back to the customer's desired location

Understanding this process is important to understanding my system selection analysis. As can be readily observed, this process requires several technology systems to be put in place for service delivery to be completed (Website/App Building, Domain Hosting, Delivery Management, etc.) Moreover, in order to grow my customer base and establish a brand identity that promotes the intersection of technology and service-providing, I will need to establish other systems such as a Customer Relationship Management (CRM). Finally, I need to incorporate other more internal systems in order to effectively run my company on a budget and remotely, requiring the consideration of Project Management Systems (PMS), Cloud Based Systems, and Phone/Video Conferencing Systems.

03: The 5 Selected Systems

The systems I intend to analyze and incorporate into the ReFresh Kicks business model fall into three categories:

1. **Service-Delivery Systems** – Systems that are essential or will vastly improve my ability to perform the service delivery process outlined in the introduction
2. **Internal Management Systems** – Systems that will improve my internal operations, allow me to efficiently run my company, and remain cost effective while doing so
3. **Marketing Systems** – Systems that will enhance my ability to generate revenue, retain and expand my customer base, and grow my brand

The systems I will be analyzing and incorporating into ReFresh Kicks, that will be compared, selected, and described throughout the remainder of this report, do not fall neatly into the three categories outlined above due to the overlapping benefits and value-added opportunities I will illustrate below. That being said, the following five systems (three vendors analyzed) are integral to effectively covering the three categories listed above:

Service Delivery Systems

1. Website/Application Building and Maintaining Systems

- a. Shopify
- b. Wix
- c. SquareSpace

2. Delivery Management Systems (DMS)

- a. Onfleet
- b. Tookan
- c. Bringg

Internal Management Systems

3. Project Management Systems

- a. Asana
- b. Basecamp
- c. Trello

4. Phone Systems

- a. Grasshopper
- b. RingCentral
- c. Google Voice

Marketing Systems

5. Customer Relationship Management Systems (CRM)

- a. Pipedrive
- b. Zoho
- c. HubSpot

04: Description of the Link Between my Selected Systems and my Business Plan

Website/Application Building and Maintaining Systems

Naturally, one of the most integral systems for my business plan will be a website/application building and maintenance system. This system is required for me to make ReFresh Kicks a scalable, well-branded, technology-integrated service. Having a website would not only be informative for customers and useful for marketing and branding, but it also is the customer touch-point that initiated service-delivery.

An important consideration I have made is that while my dream is to make ReFresh Kicks a downloadable app for branding, ease-of-use, and community building purposes, I have decided that without significant capital, I should start ReFresh Kicks as a website (not an app). Having done significant research, app-building is far more time-consuming, complicated, and costly than website creation. Creating a customized, on-brand e-commerce app costs ten (if not hundreds) of thousands of dollars, making it a near impossible endeavor without heavy initial capital. Further, it is possible to create apps for less, however the adage “you get what you pay for” applies disproportionately for app-building. Therefore, I have chosen to wait to make ReFresh Kicks an app in order to save money, limit risk, and (if I used a cheap app-building system) avoid entering the market with a poorly-branded product.

Website Building Systems provide lots of value, the three vendors that I am debating amongst all offer entrepreneurs the ability to create a beautiful and professional website on their own, which saves time and money. This system will give me the value of being able to establish my brand on a budget, create it how I want to, and establish the infrastructure to begin service operations. These benefits are of immense value for me, a budding entrepreneur, with a clear brand vision, who lacks the capital required to have a professional website “developed” for me. If I can make the right choice on which website building vendor best suits me, I believe that the ROI is immense. For relatively low costs, I can officially launch ReFresh Kicks with a website alone therefore my return is only limited by how successful the concept becomes. This ROI is proportionally higher than if I had the capital to spend thousands on computer programmers to customize a site for me, as the success of ReFresh Kicks in the short run, relies less on the capabilities of the website and more on the brand and customer reception of the service.

That said, the feasibility of scaling is something to consider. All of these vendors (Wix, Shopify, and Squarespace) have capabilities that allow for scaling; however, if ReFresh Kicks were to eventually spread to tens or hundreds of cities, I would likely look into the option of developing my own website to handle privacy, traffic, and branding internally.

Delivery Management Systems (DMS)

Given that my service-delivery process requires delivery staff to travel throughout New York City, from the customer's home to the cleaning site and back, it is extremely important that I utilize a DMS to optimize delivery and logistics. DMS's offer countless, invaluable tools to increase efficiency, improve customer perception of our delivery process, and reduce costs. Moreover, while there are a couple sneaker cleaning services entering the U.S. market, none of them offer delivery. Therefore, our delivery capabilities are our main differentiator and thus should be optimized to establish brand identity.

DMS offer ReFresh Kicks immense value, especially as we scale. We will likely start with a small delivery staff of 3 members, who will drive around New York for all deliveries. DMS can allow for the seamless organization of deliveries, optimization of delivery routes, live updates on delivery status, and tracking services. These features will not only make ReFresh Kicks more cost-efficient, but improve delivery speed and offer status updates for customers. This will hopefully improve customer experience and satisfaction, growing and retaining our customer base. For these reasons, I believe the ROI will be in our favor. However, unlike other systems, using a DMS may not generate immediate ROI because our delivery team start small and our customer base will likely take time to grow. However, the DMS will help establish our brand identity right away by providing an efficient, fast, and informative delivery process that will increase customer satisfaction. Overtime, the growth in customer base due to customer satisfaction could end up being directly attributed to the solutions the DMS will provide and if that time comes, having an established DMS will allow us to comfortably scale operations. The feasibility of scaling is definitely something to consider across vendors, but will likely be very high as long as we stay on top of DMS management.

Project Management Systems (PMS)

Advancements in technology have made remote and outsourced work easier than ever for entrepreneurs. The main appeal to outsource my company and not rent office space (for me) is that I will not only save money, but the nature of ReFresh Kicks requires most employees to be on the go, making office space futile. Our delivery staff will be on the go, social media managers will constantly be meeting with new content providers and sneakerheads, and the management team will be knocking down doors to expand our presence within the city. Therefore, we do not need office space. However, in order to be a successful decentralized organization, systems to remain on the same page with employees, organize work flows across co-workers, and staying on task should be set in place. For these reasons, I have decided to implement a Project Management System to increase our team's ability to be efficient and collaborative.

The PMS will provide value as it will enable our decentralized team to work as one. However, just like with the DMS, it may be slightly extraneous on Day 1, with a small team. However, it will allow us to establish a company culture that promotes teamwork despite remote work, that will be invaluable as we scale. The ROI for a PMS will likely depend on our ability to scale. If we see healthy growth in our customer base and expand our team to keep up with demand, having the company culture of teamwork through a PMS will allow us to scale more smoothly. Additionally, when considering the PMS's ROI, one must keep in mind that in some ways, the PMS will help replace the need to rent office space (even when we scale), therefore that opportunity cost should be factored into the ROI estimate.

Phone System

As noted above, the plan for ReFresh Kicks is to start as a decentralized organization without office space. For the same reasons, we need to look into investing in a Phone System to remain in constant contact with each other and third-parties. These systems can facilitate meetings and enhance contact with co-workers and vendors, essential features for a decentralized company. Furthermore, the use of a Phone System would help organize our delivery staff, along with the DRM, to improve operations.

A phone system provides similar value to the PMS at a lower cost, making it slightly more essential in the early days of ReFresh Kicks. Implementing a phone system is almost absolutely necessary when creating a decentralized, full-time company. Therefore, its ROI can be seen as: there would hardly be a ReFresh Kicks without this system. It offers the value of being able to communicate with team members and third-parties, which is completely invaluable for a company with many moving parts like ReFresh Kicks. The feasibility to scale these systems will be considered when comparing the three vendors, but it is important that the system has the capabilities of expanding its user base and traffic. Given the prominence of such systems in all walks of life, I believe that scalability is not a major issue for this system.

Customer Relationship Management System

A CRM is essential for us to track our sales, improve our marketing, identify marketing holes, and maintain customer relations for repeat business. Because our website and services will require customers to input their email and/or social media accounts, we should capitalize on a CRM solution that takes advantage of that data and propelling our revenues. This is an important tool for ReFresh Kicks as we expect to be a slow, but steady growth company and our sales depend on the size and loyalty of our customer base.

A CRM system offers major time-savings for our employees among other things. Keeping track of all customer, sales, and marketing data by hand would be a time-consuming endeavor, without much pleasure. Furthermore, CRM systems offer advanced reporting solutions as well as unintuitive, but enlightening, statistics regarding ways to improve revenue and grow the consumer base. The CRM system will be instrumental to our growth and ability to leverage big data to make smarter business decision. These factors are “on-brand” for ReFresh Kicks, as we aim to establish the brand as one that injects technology into industries that are less advanced (cleaning services, retail, etc.) Therefore, the CRM system will likely produce an ROI faster than other systems selected and enable us to make decisions that will influence our growth and success. Many CRM systems are able to handle rapid growth, due to their intended purpose to foster growth, therefore making our choice to use a CRM system a scalable one.

Criteria Description

1. **Price** – What are startup costs? What is cost structure monthly? How will price change when you scale?
2. **Time Savings** – *Time is everyone's most valuable resource.* Does this system save you time or allow you to use your time most efficiently?
3. **Security** – Will you input sensitive information in this system? If so, how is its security and maintenance policy? Do you feel your information is secure? What sort of disaster recover procedure is there?
4. **Integration** – How important is it for this type of system to integrate with others for your value proposition? How easy does this alternative integrate with other systems? Does it integrate well with any of your current systems?
5. **Ease of Use/Complexity** – Can you implement this system yourself or do you need to hire more qualified professionals? Can you and new users easily become accustomed to the system and use it to its fullest potential?
6. **Mobility** – Is this system easy to use on-the-go (or does it need to be)? Does this system facilitate business needs wherever, whoever, however anyone uses it? Is it integrated with the cloud?
7. **Competitiveness** – Is the company that runs this system constantly innovating? How likely/possible is it for a competitor to improve upon its functionality or price and render this product less effective?
8. **Branding Synergies** – Least important, but does this system mesh well with your brand? Would you feel proud to tell an investor, customer, fellow entrepreneur, or news outlet that you use this system for your business?
9. **Ability to Scale** – Can this system efficiently remain in place as your business scales? If not, is it easily replaceable? Would anything change if scaling (price, ease of use, cloud access, integration, security)?
10. **Marginal Benefit** – *The most important criterion to consider*, as it takes all other criteria into account. Do the benefits outweigh the costs? Is the marginal benefit of this system larger than its alternatives? For a hyper-rational-minded person, Marginal Benefit is the *most important criteria* as it strictly indicates the cost/benefit ratio of implementing a system. The system with the largest overall Marginal Benefit is likely to be the one chosen.

Website Builder

Criteria	Shopify	SquareSpace	Wix
Price	Basic \$29/month, Standard \$79 , Advanced \$299	Online Store between \$26-\$40	\$26.25 per month for e-commerce
Time Savings	Preeminent marketing and stat management tools and is built for e-commerce, likely saving even more time during operations after web-creation	Easy to build a beautiful site and offers solid enterprise infrastructure which can save time on tracking business activities	Its ease of use will and ability to quickly publish/edit will save time, however its known to be slower in terms of page load time, which effects time and branding
Security	Security differences are marginal	Security differences are marginal	Security differences are marginal
Integration	Integrates well with cloud and other systems	Poor integration capabilities with third party services	It's cloud based and enables paid/free 3 rd -party plugins
Ease of Use/Complexity	All-in-one fully hosted solution, drag+drop interface, making it easy to build	Fully hosted, known for great designs and ease of use.	Very intuitive to use with powerful design features that I can operate myself
Mobility	Building a website does not require too much mobility	Building a website does not require too much mobility	Building a website does not require too much mobility
Competitiveness	With so many e-commerce users it is likely to remain competitive on relevant innovation	Is very tech-forward in terms of design capabilities, but not in terms of e-commerce site building	Wix is constantly innovating to compete with other brands
Branding Synergies	Slightly less tech-forward but is a standard for many companies	Only takes Stripe, Apple Pay, and Pay Pall for e-commerce payments	Wix is tech-forward and on brand
Ability to Scale	It powers half a million businesses, with 1 million users and \$82 billion in products sold – great scalability	Variable costs for scaling the site and inhibiting customers from paying by credit card poses issues	It is difficult to move a website away from Wix in case of large growth and cant change templates after site's live
Marginal Benefit	I would purchase the basic version which is more expensive than competitors. However, the e-commerce focus, ability to scale and save time on operations, and reliability make that price tag appealing.	While SquareSpace seems like it would be the best for designing a brand image, its lack of e-commerce focus and integration capabilities is concerning due to the nature of ReFresh Kicks.	The price and capabilities are appealing for building brand image and saving money. However, its slow page loading speed could hurt customer experience.

Delivery Management System

Criteria	Bringg	Onfleet	Tookan
Price	Custom Pricing	Starts at \$149 per month leading to \$1,999 for professional services	Starts at \$15 per month through \$750 per month for enterprise-level service
Time Savings	Driver management and scheduling would optimize delivery teams	All similar features that would save time and increase efficiency	Tracking & Route optimization will save drivers time and make deliveries faster
Security	Delivery data is customer data (sensitive) but safe unless there's a data breach	Delivery data is customer data (sensitive) but safe unless there's a data breach	Delivery data is customer data (sensitive) but safe unless there's a data breach
Integration	Cloud Hosted, open API, work	Full integration with other apps and Microsoft platforms	Offers a plethora of add-ons and customizability
Ease of Use/Complexity	Bringg is known for its ease of use	Promotes effortless onboarding	Interface is intuitive
Mobility	Features a native mobile app, accessible anywhere	Mobile app very clear for drivers and managers	Mobile app allows all users to track necessary data
Competitiveness	Less innovative brand with a relatively small footprint, not as likely to stay innovating	Very tech-forward San Francisco based company that is constantly improving	Innovative company with many current features, likely to stay competitive
Branding Synergies	Sending customers delivery notifications and status would improve satisfaction	Works with many tech-minded startups	Pickup and Delivery Business Model Focus – with mobile workforce dashboard
Ability to Scale	Bringg is known for its scalability – Typically used by large enterprises	4 levels of service that enable scalability	Scalability is easy with 5 levels of service allowing one to keep costs low
Marginal Benefit	Bringg seems more applicable to larger scale distribution businesses, which, along with its custom pricing approach, likely make it expensive and over-complicated for a startup	Onfleet delivers incredible features, ease-of-use, and on-boarding. However, its pricing scheme is inhibiting as its lowest model costs \$150/month	Tookan seems to be most focused on early stage companies and start ups, and offers cheap packages starting at \$15 allowing one to scale easily. Also, it is specifically tailored to pickup/dropoff services.

Project Management System

Criteria	Asana	Basecamp	Trello
Price	\$10 per user per month is the option we would use	\$99/month regardless of user base	\$10 per user per month
Time Savings	Very keen on task management, adding workflows, and offer status updates on projects, increasing communications and saving time.	Communicating effectively will save time, relatively simple features	No time tracking capability which poses issues when saving time
Security	Easy to use privacy sharing options that create a safe space for sensitive work with data controls	Less emphasis on privacy and security than Asana	More emphasis on privacy and creating small group work for sensitive tasks
Integration	Incredible integration with google apps and dropbox	Integrates less than Asana but used on all platforms	Business version integrates similarly to Asana
Ease of Use/Complexity	Great interface that offers lots of complexity and customization	Simpler than the rest and made for beginners which may not be a good thing	Trello is the most user-friendly option making onboarding easy
Mobility	Mobile cloud-based software	Mobile app available	Mobile app available
Competitiveness	Innovative company and will stay cutting edge	Largest of the three, less advanced, and perhaps behind in innovation	Smaller than Asana and perhaps less innovatively focused
Branding Synergies	Tech-Forward company with great notoriety – used by 50,000 organizations	Easy to use, and cheap when scaled, but not as innovative a company as the others	Less innovative than Asana and does not come equipped with all the same features
Ability to Scale	3 levels of service for decent scalability	Cheapest to scale given the flat fee	Scalable pricing schemes similar to asana
Marginal Benefit	While pricing will be more costly with scale, the price is better than Basecamp and the features, integration, innovation, and results make it the clear winner	Given my small starting team, \$99/month flat is not as attractive as it would be for a larger firm. The features don't justify purchase more than Asana	Seems very similar, but one step down from Asana in terms of features, with the same pricing

Phone System

Criteria	Google Voice	Grasshopper	RingCentral
Price	Free	\$44/month for 3 numbers 6 extensions (Pay as you grow)	\$25/month per user
Time Savings	Simple and easy to use	Easier to use than RingCentral	Built for businesses and incorporate many useful, time-saving features
Security	You don't truly own the phone number which could be precarious for businesses	You own the rights to your number	Offers 7 layers of security that include data and enterprise level security
Integration	Integrates well with Google products but limited on other integration	Cant add phone adapters or desktop phones, no app for remote live answers or call recording	<i>Video Conferencing Capabilities 3rd party integration with CRM's etc.</i>
Ease of Use/Complexity	Simple and easy to use	Cheap but does not have quality issues like Google Voice,	More complex with countless features that may be unnecessary
Mobility	Good on mobility	Flexible and reliable – does not require any pre-configured phones for any plans	Features like transferring calls from secretary to a mobile phone, make it the most mobile
Competitiveness	Google will likely keep innovating the product, however its cheapness causes one to question whether it will look to compete with higher priced/value products	Acquired by Cisco and likely will continue innovating as its parent company seeks ROI	Given its higher price point, its likely to continue innovating to compete with phone systems and more advanced videoconferencing systems
Branding Synergies	Seen as a cheap alternative	Seems like a cheap, yet smart alternative	Most tech-forward and not seen as a cheap alternative
Ability to Scale	<i>Not designed for business</i>	Designed for small businesses and entrepreneurs	Designed for business with multiple payment options to scale
Marginal Benefit	Google Voice is a simple, cheap option for personal use, but does not offer as much, isn't designed for business, and off-brand.	Grasshopper is easy to use, easy to scale, and relatively cheap; however, it offers significantly less features than RingCentral	RingCentral is significantly more expensive than Grasshopper, however offers a full-suite of business features.

Customer Relationship Management System

Criteria	Hubspot	Pipedrive	Zoho
Price	Free to use with limited features but scales up fast	\$15/user per month, but \$24.20/user per month for more storage, email tracking, etc.	Free for standard offerings for up to 3 users, \$12/user/month for next level
Time Savings	Free version would deliver reporting metrics and keep track of activity to increase time saved. Lacks workflow automation and reports	Offers basic CRM features but lacks certain key features like customer filtering functionality based on past sales – saving time not	Offers similar features to CRM's to save time including performance analytics, AI, customization, process management to save time
Security	Less emphasis on privacy	Less emphasis than Zoho on privacy	Comprehensive Data Security
Integration	Integrates with Gmail and outlook and automatically a	Users praise integrations with third party tools	Transferring data and integrating is made easy – Integrates with google apps and 3 rd parties
Ease of Use/Complexity	Simplistic user-face that “behaves much like Gmail”	Highly intuitive and easy to use, but lacks complex features of other services	Easy to customize and comes with a vast amount of features. Not so easy to navigate.
Mobility	Accessible via app -	Top rated iOS and Android apps	Mobile app, sales app, and card scanner to digitize business cards
Competitiveness	Seems to be innovating to remain easy-to-use, but most new features will fall into expensive packages	Definitely innovating and establishing its features as new and effective	Fixes and new features are slow to roll out
Branding Synergies	Innovative brand with a great customer backing	Customizable and connects with DRM apps – simplicity may be more applicable to our service processes	Best for social media management and using social media as a tool to improve services and revenue
Ability to Scale	Unlimited users on the free platform – free to scale	Unlimited user and contact limit	Focused on smaller businesses
Marginal Benefit	Hubspot's free option for unlimited employees likely lacks most important features to incentivize purchasing, the next cheapest option is \$50/user/month.	Pipedrive's \$15 option offers great value, the innovative company promotes integration and ease to use.	Zoho is clearly the best fit due to its Social Media Analytic focus. This would be incredibly useful for ReFresh Kicks who seek to leverage social media. Further, the free option contains all important features by limiting users to 3.

Outlined Description of Individual Systems Selected

The Description of Links in the first section I determined the value added from the five system types I selected to incorporate in my ReFresh Kicks business Plan. The Framework selection that reviewed the 3 vendors for the 5 systems I selected outlined my reviews on 10 important metrics for selecting systems. Given both of these rationales I have decided to incorporate the following 5 individual systems in the ReFresh Kicks Business Model:

Website Building and Maintaining Service – Shopify

Shopify is the most expensive of the three vendors selected, however it provides all the services of Wix and Squarespace as well as features that fit in line with ReFresh Kicks business plan. Firstly, Shopify is made to create and maintain e-commerce websites which is vital to ReFresh Kicks' plan and service delivery. It facilitates web design, so that a person like me, with little to no background in web development can create a brand identity that presents their company to the world. The deal offers 2 staff accounts (which is fine given my small starting size) with options for scalability. The site offers multiple sales channels which allow ReFresh Kicks to sell online AND on social media which aligns perfectly with our marketing plan. Most importantly, Shopify powers 600k businesses, with 1m active users and has facilitated \$82b+ sales, while maintaining fast page-load times, indicating its reliable and tailored to drive success.

Delivery Management System – Tookan

Tookan was selected primarily due to its perfect fit with ReFresh Kicks' proposed business processes. Tookan is customizable and specifically supports "Pickup & Delivery" business models. Moreover, the service comes with 5 separate pricing schemes that all offer the same features but vary in quantity of tasks per month. The cheapest option, for "Early Stage Companies" (like ReFresh Kicks) is 10x cheaper than alternatives and will likely support our full month's-worth of tasks (150 task limit). The pricing schemes make it easy for our business to scale without paying exorbitantly for DMS. Tookan will allow ReFresh Kicks Real-Time Tracking on deliveries, optimize routes and schedules, automate logistics, and generate useful delivery data analytics to optimize performance. Tookan will make deliveries more efficient and notifies customers and managers directly on operational alerts, leading to increased employee satisfaction.

Project Management System – Asana

Asana's pricing model is the most attractive given the small scale of ReFresh Kicks. We will only require managers to be users and thus, won't cost us more than Basecamp. Furthermore, Asana's features and ease-of-use will optimize internal productivity, saving us time and allowing us to be more efficient with fewer errors. Asana is a cloud-based project management system that will allow myself and the rest of the management team to collaborate, stick to timelines, complete tasks, and stay on the same page while we operate our decentralized business model. This is an important system that will allow us to remain efficient and productive while working remotely.

Phone System – Grasshopper

Grasshopper is cheaper than RingCentral and way more professional and useful than Google Voice. Grasshopper will allow ReFresh Kicks to operate a phone system like an established company would in an office, remotely and effectively. Grasshopper's mobile and

desktop app allow us to *own* our business phone numbers, retain multiple number extensions, forward calls, and text from our business numbers through the app. This system will further enhance our ability to operate effectively in a decentralized fashion, maintaining the level of communication a centralized company would have, saving us time and money in the process.

Customer Relationship Management System – Zoho

Zoho will be a useful tool, in which the benefits outweigh the costs (as it is free). We will use the free version of Zoho as it incorporates all of Zoho's hundreds of CRM solutions but limits companies to 3 users. Given our current size, this limitation is not an issue because CRM analytics, solutions, and management will only need to be operated by 1-2 managers of ReFresh Kicks. Zoho is scalable, customizable, and offers a good security policy. Zoho offers the full gambit of CRM solutions and has 40 million users worldwide, indicating that its reliable, flexible, and effective. Most importantly, Zoho's unique value proposition, specifically for ReFresh Kicks, involves its preeminent Social Media CRM optimizing solutions. Zoho tracks customers' social media as well as general social media attention about ReFresh Kicks, and generates useful analytics and reports that can allow the company to make more informed decisions. This is particularly interesting as ReFresh Kicks is relying on its ability to leverage social media to foster sneaker culture, community, and, not to mention, sales.