



ELEVATED VAN JOURNEYS

Reconnect with nature, self and community

by Katrina Englested & Lindsey Foss





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Executive Summary

Problem and Solution

As we emerge from the global pandemic caused by Covid-19, people's desire for connection and access to nature is at an all time high. Three out of five Americans are lonely¹. A Google study from 2020 found that searches for "Campgrounds" were up 70% year over year while searches for "RV rentals" were up 100% year over year². In addition, searches for meditation apps were up 90% year over year. We believe that this is not simply a momentary change related to the pandemic, but a paradigm shift in which people are seeking to live with more purpose, balance, and connection--having gotten a glimpse of what life is like without those things.

In recent years, wellness tourism and experiential vacations have skyrocketed in popularity with the wellness tourism market projected to reach \$919 billion by 2022³. According to the Global Wellness Institute, wellness tourists "spend more per trip than the average tourist" with domestic wellness tourists spending 178% more than the typical domestic tourist."⁴

The vanlife movement offers a perfect opportunity for people to combine access to nature, connecting with others, and growing personally. The "vanlife" is characterized by travelers living out of converted vans and traveling to a variety of locations.

Currently, there are no environmentally and emotionally sustainable ways to participate in the converted van life movement. Available van options in the U.S.A. are all gas and diesel powered, contributing to global warming. There are also no turn key options for logistical support and community--vanlifers scabble together resources from social media, blogs, and books, often feeling confused and isolated. In addition, many people have the misperception that to live the "vanlife" you must do it long term, however as evidenced by the Google trends data, there is a large market of folks wanting short term excursions in vans and RVs.

The Elevated Van Journeys (EVJ) rental fleet of converted electric vans will offer the opportunity for the public to test out "vanlife" in an supportive and environmentally conscious way--providing wellness tourism catering to connecting with the great outdoors. Customers will access a turn key travel experience with a fully outfitted electric van, predetermined routes, and nightly stopovers at Elevated Journey sites with support staff and activities. With a flexible itinerary throughout the day and intentional gatherings in the evenings, vacationers will get to experience the power of living in a van and connecting to nature, themselves, and others without the hurdles of planning, safety and loneliness.



Management

EVJ's executive team consists of Katrina Engelsted, Lindsey Foss, and Ethan Wyman. We are a well balanced team with prior entrepreneurship, tech, van conversion, psychotherapy, and outdoor education experience.

Market

Our market research found significant demand for wellness tourism--particularly experiences that facilitate relaxation, time in nature, and connection with others. EVJ will target young professional women, middle and upper class retirees, and international travelers from Latin America. These three groups have significant disposable income, with about 30% spending over \$1000 on a weeklong vacation, and 10% spending \$2000 and over.

Competition

No company currently exists to fully meet the needs of today's travelers with spending power--seeking socially conscious vacations, desiring connection, and yet short on time for both trips and trip planning. EVJ is using the Blue Ocean strategy to create a new market--combining elements of premium wellness trips, RV rentals, camping, and psychotherapy with sleek, technology assisted all inclusive planning and support.

Financial Summary

EVJ will have positive net income beginning in 2023, the second year of full operations. By year 3 and 4 of full operations, we project over \$1 million in gross revenue and net profit of 29%.

At the end of five years, we will either expand to more vans and routes or seek acquisition by a travel or outdoor company like REI.

Capital Requirements

EVJ owners are contributing \$17,000 in owner's equity and seek \$800,000 in a bank loan to meet start up capital requirements.



Company Description






Mission

EVJ is a wellness tourism company providing curated, minimalist travel experiences for middle and high income travelers. We enable travelers to connect with nature, themselves, and the travel community with ease, experiencing a more primal way of living and learning how to live more sustainably at home.

Vision

We will create the most environmentally sustainable tourism company on the planet, making “leave no trace” principles the norm--not just with backpacking, but with travel.

Values

MINIMALISM	EMPATHY	EFFICIENCY	WELLNESS	COMMUNITY
We aim to create experiences that are simpler and more sustainable for our planet.	We strive to be the best at understanding our customers’ feelings and accommodating their needs.	We continue to adopt and improve our technology to make planning and traveling more enjoyable.	We optimize mind, body, soul and nature connection to those that want a break from the rat race and societal expectations.	We build community amongst travelers and with the local community. We buy locally and volunteer at small local vendors to support the local economy.
				

The Journey

Travelers utilize our electric powered camping vans to follow set itineraries connecting EVJ hubs in some of the most majestic locations in the USA, like our national parks.

Travelers book a trip via the Elevated website or app, choosing their ideal length, start, and end point. With those filters, they will get a list of trips that they can choose from. Everything else (except transport to and from start and end point) is taken care of by EVJ, allowing busy professionals or retired folks to focus on what is most important to them, and not managing minor details of their next vacation.

Upon arrival at the starting hub, travelers are given a fully equipped van, including starter groceries. Using our app,





travelers access GPS guided directions to their next starting point, suggested stopping points of interest, great places to hike, climb or ride, and guided podcasts around themes relevant to travelers (developing mindfulness through travel, strengthening your relationship in nature, self reflection).

Elevated is unique in the travel industry by providing a fully curated experience for those interested in luxury camping and nature excursions. By providing hubs and centralized camping, it provides a safe and structured experience for those wanting to enjoy nature but nervous about independent endeavours. In addition, van camping and travel removes the many concerns travelers may continue to have about communicable disease in the context of hotels, while providing access to more remote locations than typical lodges and hotels. Elevated looks towards the future of sustainability by being the first to have an all electric fleet.





Management Summary

Our Organization



Elevated is an LLC with a flat hierarchy that emphasizes collaboration, coordination, and community. We value employees, customers, and investors through combining investment in employees with operational choices that increase employee productivity, contribution, and motivation. Using the 'good jobs strategy', our company invests in operational efficiency and in people through training and higher pay. By offering employees better pay and more benefits, they will be more motivated to perform

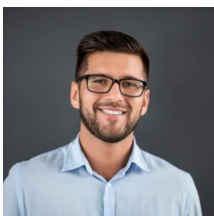
at their highest level. It's been shown that companies using the 'good jobs strategy' have an enthusiastic team, strong returns for investors and can still offer low prices for customers⁵.

Our Team



Lindsey Foss is a licensed marriage and family therapist (CMFT, D.C. and MD). Prior to becoming a therapist, she was a teacher and educational administrator. She has owned and operated a successful therapy practice since 2017. Lindsey loves walking with people as they seek to live healthier, happier, more connected lives and has created and led multiple programs facilitating personal development. Lindsey has experience in outdoor education-- both as a camp counselor and through volunteer coordination of large group camping trips. Lindsey has a B.A. in Global Politics and Diplomacy from the University of Richmond, an M.S. in Couple and Family Therapy from the University of Maryland.

Katrina Engelsted is a technologist who has worked with small startups in the geospatial industry for the last decade. She spent two years working with the National Park Service to digitize their assets and map data via the NPMMap team⁶. Since September 2020, she has been living in a van exploring the rural communities of the USA. Katrina has taught outdoor education courses in college and enjoys spreading outdoor skills.



Ethan Wyman, Fleet Manager, is a mechanical engineer (WPI '11) with a decade of electronics, materials and 3D rendering experience. He has converted two vans and currently resides in one.



Skills Concerns

Our team covers a myriad of skill sets— engineering, technology startups, product development, marketing, community building, counseling, and outdoor education. We have expertise in setting up digital projects, project management and planning, van living, marketing and operations.

Weaknesses of the team include lack of experience with electric (versus gas) vans and less experience with finances and accounting. We will hire a skilled accounting firm to provide us a well equipped team. We will find board members with experience in wellness startups, raising capital, and rental fleet management.



Industry Background

Wellness Tourism



Note: Numbers do not add due to overlap in segments. Dark colored bubbles are the sectors for which GWI conducts in-depth, country-level primary research. Light colored bubbles are sectors for which GWI aggregates global estimates only, drawing from secondary sources.
Source: Global Wellness Institute



GLOBAL WELLNESS INSTITUTE™

Americans are seeking work-life balance and deeper connections to people and nature². According to Global Wellness Institute (GWI), wellness tourism is defined as “travel associated with the pursuit of maintaining or enhancing one’s personal well-being”. Wellness tourism is one of the fastest-growing tourism markets. It grew 14% in the last two years, which is much higher than the overall tourism growth of 6.9%⁷. At \$639 billion, wellness tourism is the fast growing segment of global tourism, growing more than twice as fast as general tourism (2017).⁸

The wellness tourism industry is projected to reach \$919 billion by 2022 with big name brands like Equinox, Goop, and Pravassa. Similarly, the global corporate wellness market is estimated to reach \$66 billion in 2022.⁹ According to the Global Wellness Institute,

“Wellness travelers spend more per trip than the average tourist, and this holds true for both domestic and international travelers. In 2017, international wellness tourists on average spent \$1,528 per trip, 53% more than the typical international tourist. The premium for domestic wellness tourists is even higher. At \$609 per trip, they spend 178% more than the typical domestic tourist.”⁷

On top of that, adventure tourism, where travelers interact with local populations in an experience-based holiday, is a high demand segment of travel. Adventure tourists are willing to pay premium prices for authentic and exciting experiences, according to UNWTO. The average person spends about \$3,000 and has an average trip length of eight days. Issues that DIY adventure tourism faces are dependence on enrollment, safety and security.¹⁰

Visits to national parks are growing as more people want to connect with our public lands¹¹. Generational shifts on two fronts underlie this outdoorsy trend. Retiring boomers want to get outside, and hustling millennials want a break from hectic work schedules. "Bleisure," a combination of both groups, is growing among millennials, according to a survey from the Global Business Travel Association and Hilton.¹²



Recreational Vehicle Industry

The RV, recreational vehicle industry, industry makes up 2.2% of the US GDP-- so large that it is often used to predict recessions¹³. The largest segment of RV owners are 35 to 54 year olds that are married adults or families¹⁴. The traditional RVs have limitations which include poor fuel economy, dependence on gas, parking restrictions in areas (such as the national parks) and conspicuousness. The RV industry is in a midst of transformation through the changing demographics of buyers and more green options, like the use of solar panels.

The RV Industry Association has not yet peaked according to Frank Hugelmeyer, the president of the RV Industry Association. He believes that “shipments above half-a-million units shipped [sic] will become the new normal in years to come”¹⁵. This trend is confirmed through RV maker Airstream’s record year of sales to meet the “booming” demand, a jump of 218% compared to five years before. “The RV space is on fire” states CNBC. It credits the surge to millennials, whose pockets are getting deeper as they age.¹⁵

“Millennials are buying younger than their parents did and their grandparents did,” said Bob Wheeler, CEO of Airstream. “There’s a cultural value of collecting experiences and not things. They’re not really about the big house in the suburbs, they’re more about the adventure.”¹⁵

The pandemic sped up the Google searches for “RV rental near me” increased 200% YOY, “staycation” up 100% YOY, “Campsites and campgrounds” plus 70% YOY, and “Caravan and RV rentals” up 100% YOY. People are hungry to connect with nature through camping.²

In the RV park and campgrounds sector, no major company dominates. There are ample places for drivers to park-- from free options to campgrounds that cost hundreds of dollars a night. The RV camping/parking industry is highly fragmented: the top 50 companies account for about 20% of revenue, offering ample room to break into the industry.¹⁶ The RV industry includes around 3,000 establishments, or single location companies as well as units of multi-location companies.¹⁷ Lastly, revenue is highly seasonal for RV parks and reaches a combined annual revenue of approximately \$3.2 billion.¹⁷

RV camping is popular in Australia, Canada, and European countries such as France, Germany, Italy, Spain, and the UK (where RVs are often called caravans). Additionally, RVs are growing in popularity in China, where the government plans to establish more campgrounds in the years ahead as part of an effort to increase tourism.¹⁸ Domestic tourism is a growing industry and global demand is expected to remain healthy in the next five years, with Latin America as the largest inbound market.¹⁹



Electric Recreational Vehicles

Van-based travel has accelerated over the past few years, and the pandemic has pushed demand even further. 2020 made it clear that electric vans are coming. Announcements from Rivian, Canoo, Renault, Citroen, Opel, Peugeot, Ford, Lorusdtown, FCA, eBussy, Toyota, VW, and Mercedes all included the addition of electric vans²⁰. Europe's density and stricter emission tests have shown that the industry does exist and that the concept is sound.

The hurdles that make electric van rentals a better option for consumers than purchasing outright are the cost which is higher than gas powered vans, the range of the vehicle (only 175 miles +), and the use of lighter materials for the conversion, making conversion more expensive.

Converted Van Rental companies

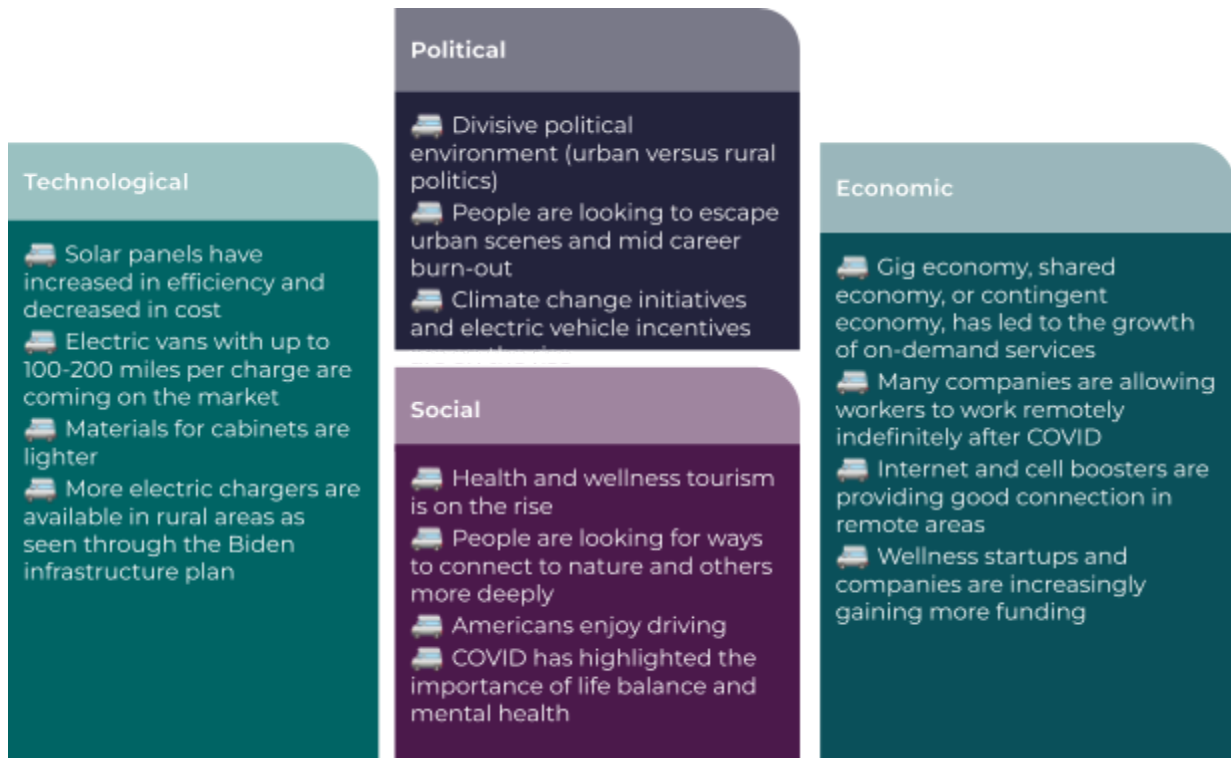
There are currently no electric van rental companies in existence.

ROAMerica rents gas-powered vans for \$250 a night and earns approximately \$10,000 per month in revenue. Maintenance costs aside (which is minimized significantly with electric vans), the returns on their \$80,000 vans are met after 320 days of booking, which is about 13 months (assuming a conservative 300 days per year booked).¹⁵

ROAMerica states that their revenue has doubled every year. They get approximately "an average of 150 bookings per month" at day rates of \$109 for a Dodge Caravan, \$139 for a Spinner, and \$229 for a Ram Master Pro with a minimum 3-day booking period. The "Biggie" is the most frequently booked. Additionally, they have multiple locations in Denver, Salt Lake City, and Las Vegas and charge a \$300 one-way fee.¹⁵

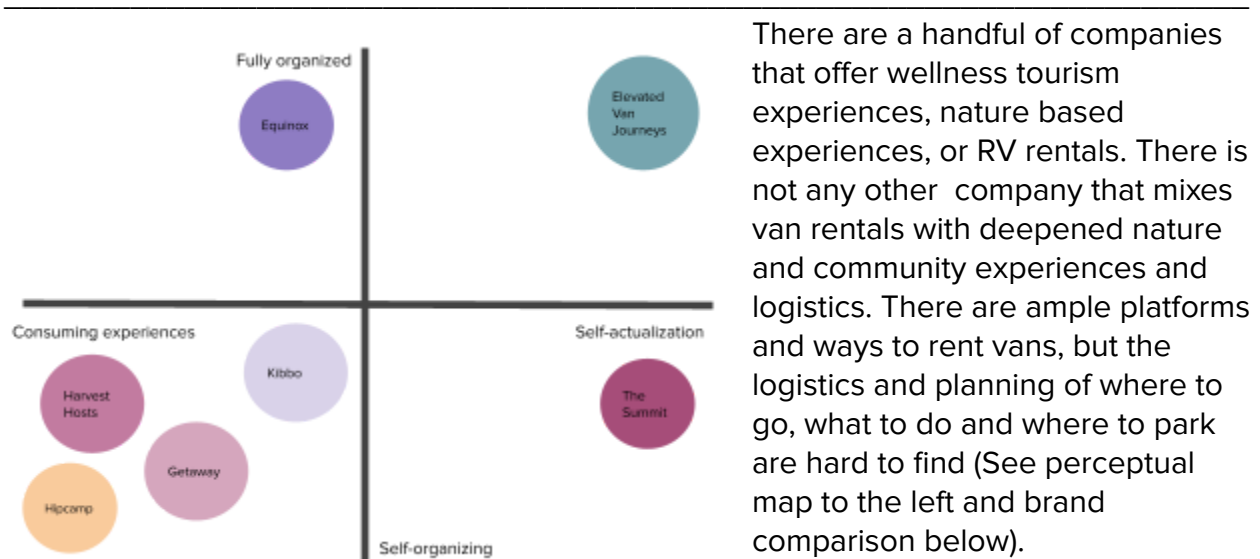
With those numbers, ROAMerica is likely bringing in \$100-\$200k per month (bookings are highly seasonal) with a fleet of 40 vans. That is roughly \$1.2-2.4 million/year after expenses.¹⁵

Another adventure travel company, JUCY was started by two brothers in New Zealand in 2001, with a fleet of 35 camper vans. Today the company has more than 4,000 vans and cars across Australia, New Zealand, and the US, earning about \$52,000 per year per vehicle —or some \$200m/year in revenue.¹⁵



PEST analysis of the current climate in regards to electric vans.

Competitive Analysis



There are a handful of companies that offer wellness tourism experiences, nature based experiences, or RV rentals. There is not any other company that mixes van rentals with deepened nature and community experiences and logistics. There are ample platforms and ways to rent vans, but the logistics and planning of where to go, what to do and where to park are hard to find (See perceptual map to the left and brand comparison below).

Wanderlust²¹ and Summit²² wellness tourism events are two organizations that have exploded in popularity over the last decade. These weekend experiences consist of yoga, breathwork, and various forms of therapy workshops, and inspirational presenters. Kripalu²³ is a yoga center that offers similar integrated experiences in their Massachusetts center.

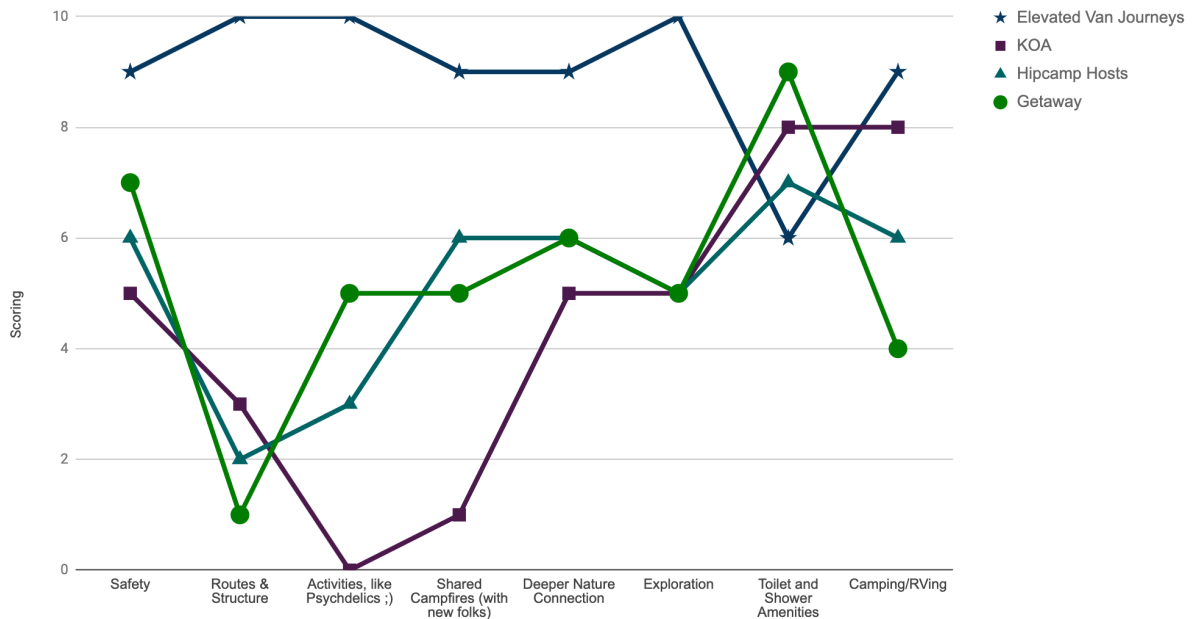


EJV offers a completely new concept by emphasizing sustainability and leveraging technology to provide a turnkey vacation opportunity. All you need to do is download our app, choose your trip, and the rest is done for you.

Company	Vans	Lodging (outdoor bookings)	Community	Routes/Logistics
Elevated Van Journeys				
Kibbo				
Escape to Shape				
Equinox Travel				
Pravassa				
Hipcamp				
Getaway				
Harvest Hosts				
Remote Year				
Collective Retreats				
Summit				
RV Share				
Kripalu				

Because of this, Elevated Vans is using the Blue Ocean strategy to create a new market.

Sustainable Tourism Market



Elevated aims to expand the Red Ocean experience of van living by tackling the challenges of being in a van with organized logistics and planning.

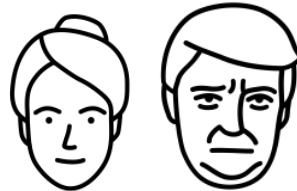


Market Analysis

EVJ will distinguish itself in the wellness tourism industry by providing pre-planned personal development focused excursions. These experiences build community and are environmentally sustainable, using green technology and supporting local, rural businesses. Based on results from an initial market test survey, EVJ will intersect best with the needs of three target three groups:



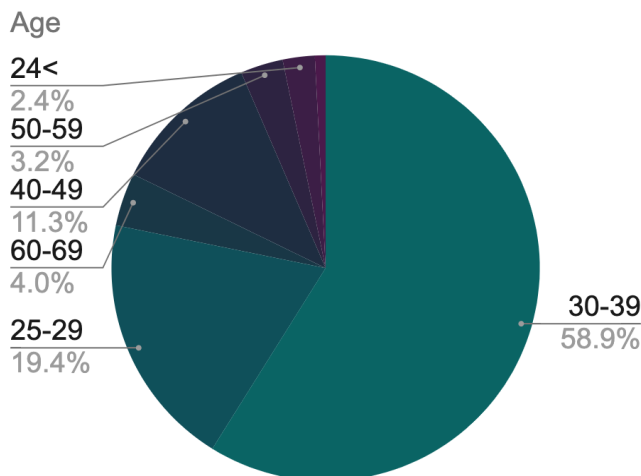
Professional women between the ages of 25-39



Men and women of retirement age



International travelers in the same demographics-- particularly those from Latin America



Elevated initiated a general market survey which was completed virtually by 124 self selected participants drawn from general listservs and Facebook groups. 65.3% of the respondents identified as female, 33.9% identified as male, and 0.8% identified as genderqueer. Thus the respondents to the survey overrepresent women, which was 50.8% of the US population according to Census data.¹ Approximately 60% of survey respondents (97 total) were between

the ages of 25 and 39. Thus the data over represents members of this age group.

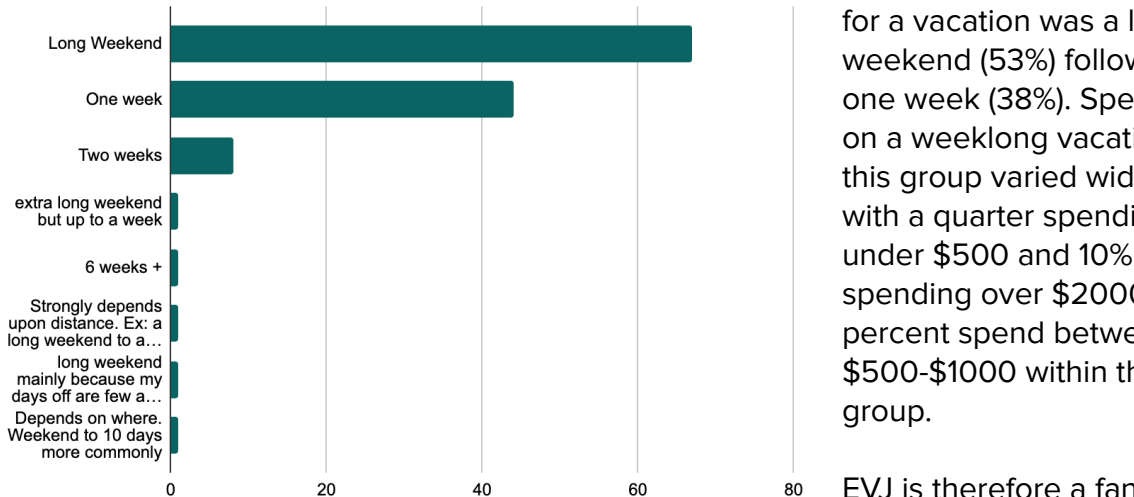
Amongst women (ages 25-39) who responded to the survey, the most common interests for vacation time were relaxation (63%), time in nature (58%), and adventure recreation (52%). These elements were followed by culinary experiences (42%), strengthening relationships (38%), and intellectual engagement (32%). For this demographic, the most common consideration for choosing a location for vacation was affordability (89%). The next most common answers were ease of planning (25%) and perception of safety (28%).

¹ <https://www.census.gov/quickfacts/fact/table/US>, access February 25, 2021



80 percent of the respondents stated that they would like to engage in adventure recreation activities more often. Lack of time (73%), needing people to engage in activities with (36%), and activities being too costly (23%) were the most common reasons for not doing so.

Length of Vacation



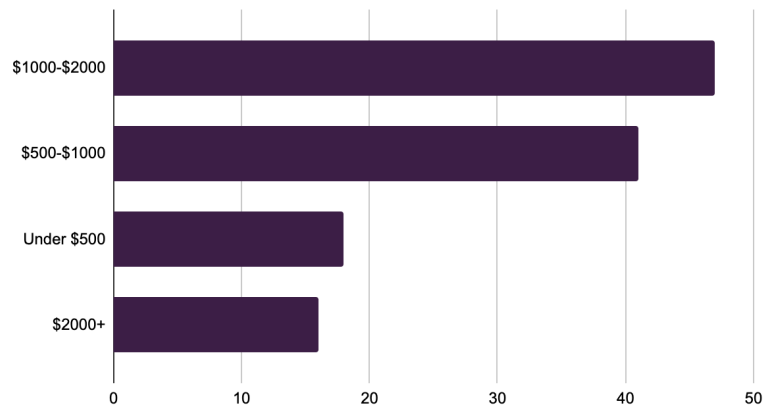
Within this demographic, the most common length for a vacation was a long weekend (53%) followed by one week (38%). Spending on a weeklong vacation for this group varied widely with a quarter spending under \$500 and 10% spending over \$2000. 52 percent spend between \$500-\$1000 within this group.

EVJ is therefore a fantastic fit for this target market,

which is highly interested in engaging with nature and taking trips, but is hampered by lack of time (which can include lack of time to plan trips), affordability of activities, and not having people to engage in activities with. We will meet the needs of this demographic by offering a pre-planned trip with locations to stop and meet others who may be interested in engaging in nature based activities.

As EVJ grows, trips will begin to include long weekends and week long routes allowing customers to pick the length and cost that fits best. In addition, Elevated will offer affordable equipment rentals as additional add-ons for people who do not want to invest in their own gear, but want to try activities.

How much do you typically spend on a weeklong vacation?



Retirees, defined as people who are 65 and older, most commonly seek relaxation (50%) and time in nature (67%). Sport and adventure recreation were desired by half of the respondents (50% each), with the same amount seeking intellectual experiences. For this demographic, the most common considerations for choosing a location for vacation was affordability (67%) and ease of planning (50%).



Half of the respondents stated that they would like to engage in adventure recreation activities more often (the other half said “maybe”), with lack of time (67%) and needing people to engage in activities with (33%) being the most common reasons for not doing so. Within this demographic, the most common length for a vacation was one week (67%). Spending on a weeklong vacation for this group was higher than other demographics with half spending \$1000-\$2000 and 33% spending \$2000 or more.

By offering a luxury, personalized experience with our top tier packages, with opportunities to connect with others, EVJ meets the needs of these retirees. Another advantage of an EVJ experience for this demographic is related to health concerns which were mentioned by some respondents as a reason for not engaging in recreation. Elevated experiences allow for stopping as frequently as necessary with comfortable accommodation. For instance, someone with back pain would be able to stop and lie down in the van in order to give their back a break. In addition, the highest line vans will be equipped with bathrooms, providing consistent access when needed for those who have urgent bathroom needs due to health or age.

In all demographics there was a strong proportion of respondents who were interested in culinary experiences and intellectual development. By offering our curated routes and podcasts, we can address the desires of travelers in all three demographics and form strong relationships with partner companies. For instance, we can partner with restaurants along routes that offer unique experiences to provide special menus for EVJ customers. In addition, our podcasts offering would include discussions of regional and cultural cuisine plus restaurateurs discussing food. In the same way, routes could be planned to include historical and cultural sites and museums. On the podcast, available lectures would include experts discussing themes including breathwork, meditation, non-violent communication, and cultivating healthy habits.

Target Customer Personas

Margaret is a 29 year old woman living in an urban area. She has limited paid time off and works long hours in her well paying office job. Margaret is very intentional in her vacation planning because she wants to maximize her time off, however she feels frustrated with the amount of time it takes her to plan an affordable trip. She is looking for simple ways to connect with nature, relax, and engage with adventure activities within the span of a long weekend or weeklong trip—the longest amount of time she will go. She is willing to go on a solo vacation but prefers to be able to join friends or meet people as she travels.

John and Gloria are semi-retired in their late 60s. They enjoy trying new experiences, continuing to develop intellectually, and relaxing on their regular weeklong vacations. They seek travel experiences that take care of all the details for them, and are willing to spend more in order to not spend time planning. While spending time on adventure recreation in more remote locations is important to them, they do not want to camp, as it is too uncomfortable, and they want flexibility to go to a variety of locations.



Sofia, 33, lives in Mexico City and has always wanted to experience the beauty of the USA. She recently broke up with her partner and is looking to do some self exploration and healing in a safe environment. She has always wanted to visit the USA to see its wildlife and beautiful desert.

Media preference

The market segments we would like to attract are educated middle class folks. They likely use Instagram, Facebook and Google to stay in touch with friends and family, as well as research vacations. Offline, they may visit yoga studios, therapy offices, Whole Foods, Trader Joe's. The older demographic can be seen in golf and tennis communities.



Marketing Plan

Product

At first, a five day experience camping in a comfortable eco-friendly van and both driving and participating in excursions during the day. For the first two years of operation, summer excursions will be based out of Montana and excursions for the other seasons will be based out of Las Vegas.

Price

We offer three packages ranging from \$2-3000

Place

To optimize speed and operations efficiency, bookings and customer service will all be conducted digitally through the website and/or app.

Promotion

Elevated will be promoted through targeted ads on social media and through offline locations, such as yoga studios, Whole Foods, cafes, etc.

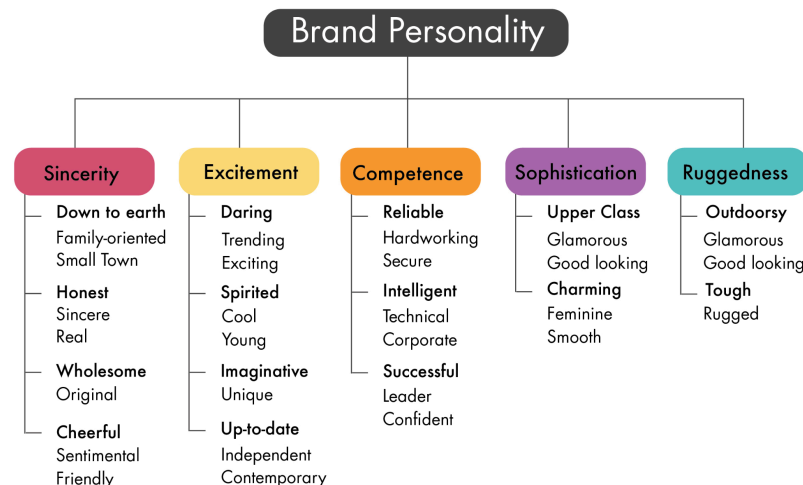


Unique Selling Proposition

When do you get the opportunity to experience national parks and nature by yourself while also gathering with new friends in the evenings to share your beautiful experiences under the stars by a campfire?

For urban professionals and retired folks who are dissatisfied with loneliness, environmentally costly travel, and time intensive planning, EVJ is a wellness tourism experience that provides the freedom of the open road, connection to nature through luxurious camping, and planned logistics. Unlike other tour operators, Elevated Vans emphasizes community, sustainable travel through electric vehicles and access to nature through evenings out under the stars.

Positioning



Elevated addresses all six utility levers (customer productivity, simplicity, convenience, risk, fun, environmental sustainability) to deliver an exceptional product and consumer experience. EVJ takes all of the planning out of creating a unique vacation experience which allows



clients to increase their productivity (by not spending time planning), simplify their vacation life (book it and forget it, not have to think on vacation about where to eat or stop), and makes vacation extremely convenient because clients only have to worry about how to get to their starting point.

In addition, EVJ will curate a brand focused on a premium, but minimalistic experience that allows for adventure and connection. EVJ will create light hearted trips that focus on bringing joy and excitement to people, in a way that they would not be able to curate themselves. This pulls on the fun and image lever.

EVJ makes vacation safer by providing support from experts (EVJ staff) on routes and in excursions, and providing community at stops, making overnight stays in remote areas much safer. In times when Covid or similar diseases are a concern, EVJ creates an opportunity for safe travel in individualized spaces and with outdoor focused activities.



EVJ sits in between these brand personalities.

Pricing Strategy

We created a price window, comparing the price of renting camper vans (\$1000) with taking a trip to the national parks (\$3-5000) with taking a five day therapy workshop (\$5000) (Appendix E)^{24,25}. The EVJ experience sits mid range with a goal to penetrate the market competitively the first few years.

Product Offerings

EVJ offers converted electric van rentals with added bonus on safe places to park at nights, community activities and recommended routes. The base rentals are curated routes for one week with options to string several routes together for a longer trip. Vans with bathrooms available at no extra charge to those with disability/health needs; all vans come with camp toilets.



	Explorer (\$2000)	Elevated (\$2499)	Enlightened (\$2999)
Fully outfitted electric van including linens, kitchen wares, first aid and safety equipment.			
Access on app to predesigned themed route including directions, relevant podcasts, suggested stops			
Free community events (campfires, star gazing, yoga) with local host at each overnight stopover			
Campsite reservations at each stop over point			
Roadside assistance			
Van stocked with “starter groceries” including breakfast and snack items			
One equipment rental (mountain bike, kayak, etc.)			
Guided group activity (choice of yoga, psychedelic journey, breath workshop, guided hike, etc)			
Guided private activity(ies)			
Concierge available by phone 24/7			

Optional add ons: Guided group or private activities (guided hikes, etc), Equipment rental for activities (biking, climbing, trekking poles, yoga), Culinary Experiences at partner restaurants, Personal Development Experiences

Distribution

Elevated excursions will be available to book exclusively via the EVJ website and app.

The target population for EVJ are high earning professionals, a demographic that is fluent in technology and expects a sleek user experience, and retirees. By selling exclusively on our own website and app, we will be able to control the user experience and ensure the highest quality possible for our premium product.

Because we offer a premium product, excursions will not be available for booking on budget travel websites like Priceline or Kayak.

We will offer both B2C and B2B bookings. B2B marketing will target yoga and wellness instructors, therapists, and life coaches who want to lead turn-key group retreats.

Promotional Strategy

We will rely heavily on social media and partnerships for marketing in order to maximize ad spend and target very specific customer personas. We will run google and social media ad campaigns to our target personas (solo women, retired couples, and international women traveling to the USA). Customers will be driven to landing pages on the website that get at the motivations for wanting to experience a driving, exploratory, wellness vacation. We will also create a newsletter with content about growth, therapy, and natural wonders to gain leads.



Another channel we will market through is partnerships with property owners ([Harvest Hosts](#), [Wwoof hosts](#), [Hipcamp hosts](#)), the National Park Service, therapists, workshops organizers, and various other companies (like Live Ventures²⁶, who works with companies that create ventures for older adults).

<p>🚐 Experience: Two of our management team is well versed in the van living experience and know what items make or break the experience</p> <p>🚐 Uniqueness: This concept is a new type of wellness tourism that does not exist yet</p> <p>🚐 Strong Management: We have assembled a team that embraces different disciplines with expertise in all areas of our business</p> <p>STRENGTHS</p>	<p>🚐 Lack of Capital: A majority of startup funds will come from loans and investors.</p> <p>🚐 Lack of Reputation: We have not established ourselves as reputable wellness tourism operators.</p> <p>WEAKNESSES</p>
<p>🚐 Wellness Tourism Growth: Wellness tourism industry is a \$4.2 trillion wellness market</p> <p>🚐 Sustainable Tourism Growth: Worldwide desire to see natural beauty of the USA</p> <p>🚐 Technology Capability: Increased use of mobile phones for safety and maintenance; lighter materials for conversions; better batteries and solar power</p> <p>OPPORTUNITIES</p>	<p>🚐 Van Suppliers: Our model is dependent on the pricing and capability of USA electric van manufacturers</p> <p>🚐 Competition: There are many competing ways that people can spend their time on their vacations and/or create their own van rental experience</p> <p>🚐 Unsure Ideal Itinerary and Dates: We need to determine what the best logistics for customers are.</p> <p>THREATS</p>



Operations Plan

Customer Experience

Elevated Van's primary objective is to provide a premium wellness experience at a competitive price. Our customer experience is our utmost priority. Employing happy, supported employees provide the best customer experience, so we will invest our time and energy into our employees and efficient operations.

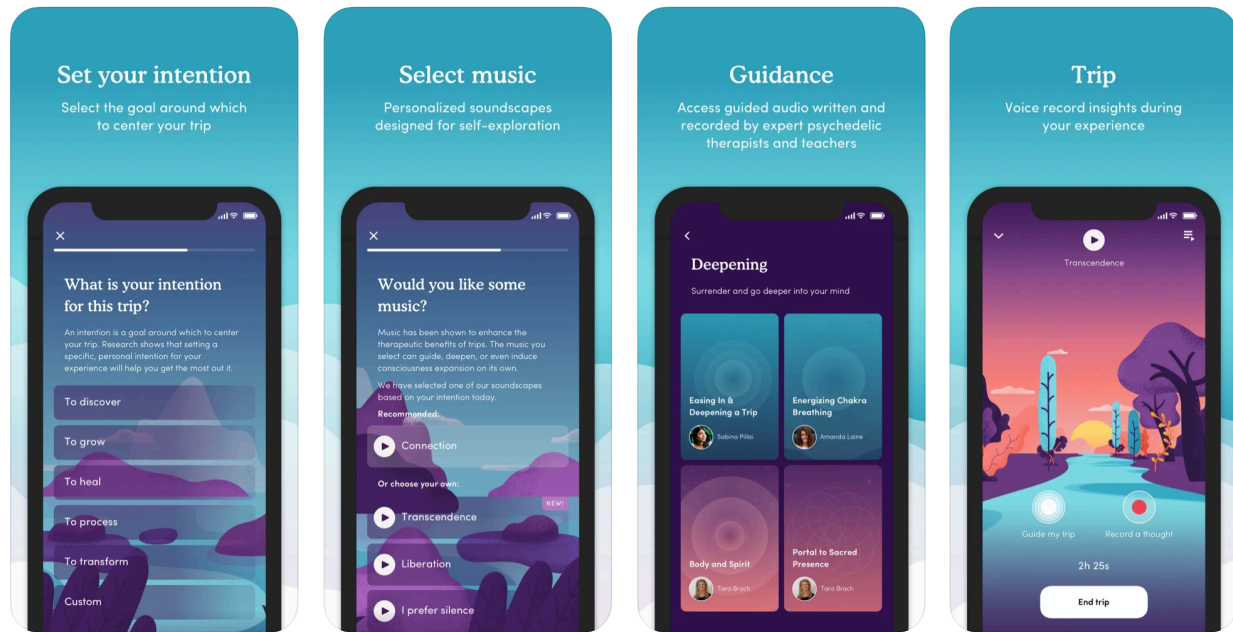
Customers will book through the Elevated Vans app or website, finding us through word of mouth or our presence on social media. For the first year, we will have customers sign up for a trip (with set dates and itinerary) and we will walk them through the process via phone or chat. As we expand customers will be able to automatically book and onboard through the website and EVJ will use a booking engine that can recommend the best trip in location, length and theme (such as bachelorette, bachelor, fitness coaching, therapy .

Customers will arrive at the EVJ headquarters (shuttle from airport provided at extra cost) and will be greeted by one of our headquarters staff who will conduct a brief orientation including a tour of the van, basics of driving and charging the vehicle, and confirming their route. The van will have been thoroughly cleaned and restocked by our cleaning service before the customer arrives.

While on the trip, the customer support specialist will be available (8am-8pm) for assistance with any needs. This includes, but is not limited to navigation, booking add on adventures, assisting in finding locations for rest stops, and connecting the customer with vehicle support if the need arises.

At each overnight location, customers will be greeted by site staff and invited to participate in community building activities specific to each site including group dinners, fireside chats, and fitness classes. Site staff will also coordinate, schedule, and assist add on adventures including guided hikes or excursions to local points of interest.

Upon returning from their journey, customers will once again be greeted at headquarters to turn in the van. Headquarters staff will assist as necessary with the customer's onward journey and the van will be cleaned, inspected, and repaired as necessary.



Technology will be incorporated in the Elevated experience as a way to enhance nature and self exploration.

Technology

The Elevated Vans app will be the cornerstone of the customer experience. The app will include the customer's suggested schedule, automatic routing via a maps app, themed lectures and music to listen to on the route, ability to book add-on experiences, and chat customer support. In addition, the app will include a Slack-like chat function to facilitate community amongst those on the trip and will include access to special deals at sites along the route (i.e. free coffee with breakfast at local diner). The app will be a sleek, streamlined, and cost effective method of providing high quality customer support.

The app will be developed and maintained through a technology firm contracted with EVJ.

Locations

EVJ will operate year round with seasonal headquarters in two locations. In the summer (June-September), headquarters will be based in Bozeman, Montana, providing access to Yellowstone, Grand Teton, and Glacier National Parks. The rest of the year, headquarters will be based in Las Vegas, Nevada, allowing access to great swaths of the southwest. Not only will these varied locations ensure that weather does not become a barrier to trips, but it encourages return customers within the same year due to the interest of different locations.

Marketing

Elevated Vans will, in the first few years, focus marketing on social media channels and podcasts. We will exclusively book excursions directly through our app and website. Marketing channels will include, but not be limited to, podcast advertisements (travel and



self development related podcasts), Google Ads, Facebook Ads, Instagram Ads, and TikTok ads.

EVJ will contract with a marketing agency to create and manage campaigns.

Administrative Operations

Elevated Vans will operate with a close team of cross trained headquarters staff. The CEO will focus on strategic planning, finances, and partnership cultivation. The COO will focus on staff, site, and fleet management. A customer service representative will not only be the primary point of contact for customers but will assist in marketing--primarily through social media accounts and email newsletter. The Fleet Manager will ensure that van cleaning and maintenance is completed and will coordinate the van schedule in conjunction with customer demand. The CEO and COO will cover tasks as needed for the customer services representative and fleet manager (i.e. answer a customer phone call when the customer service representative is on another call).



Financial Plan

Capital Requirements

Item	Quantity	Cost	Total
Vans	10	33000	330,000
Conversion (toilet, bed, kitchen, finishings)	10	40000	400,000
Website Booking, Basic App	1	20000	20,000
Solar Powered Charging Stations	10	3500	35,000
Linens, Cookware, and other items to outfit Van	10	1000	10,000
Pre-launch marketing		10000	10,000
Headquarters Lease	1	12000	12000
		Total	817,000

Starting a rental fleet is capital intensive. For the first set of rental vehicles and route, we require \$817,000.

Summary Financial Projections

	2021	2022	2023	2024	2025
Revenue	\$ -	\$ 530,400.00	\$ 994,500.00	\$ 1,127,100.00	\$ 1,127,100.00
Operating Profit	\$ -	\$ 2,650.00	\$ 494,750.00	\$ 627,350.00	\$ 627,350.00
Operating Margin (%)	0	49.96229261	49.7486174	55.66054476	55.66054476
Net Income	\$ -	\$ -	\$ 250,312.50	\$ 397,762.50	\$ 427,312.50
Net Margin (%)	0	0	25.16968326	35.29079052	37.91256322

Assumptions

Our financial projections assume that EVJ will be in operational mid way through Year 2. We assume that electric vans will be available in the USA starting Q2 2022.

Based on our market research, we estimate that 25% of trips will be our basic package, 40% will be our mid-range package, and 35% will be our high end package. We also estimate 40% occupancy in 2022, 75% occupancy in 2023, and 85% occupancy in 2024 and 2025. Estimated occupancies were based off of market research for both the hotel and the car rental industries. Each van trip will be a five day journey, with two days per week available for van maintenance and cleaning. This would allow for a maximum of 52 bookings per van per year (100% occupancy). We assume a 25% effective tax rate and used the IRS standard deductions for depreciation of passenger vehicles.²⁷



Break-even Analysis

Based on the above assumptions, EVJ will break even in 2023. To do this, we will need to book 39 journeys per van, with 25% or fewer booked as the basic trip and 35% or more booked as the premium trip.

Risk & Reward Analysis

Because EVJ is offering a breakthrough wellness tourism experience, based on our market research and blue ocean strategy canvas, there is huge potential for reward. Because of the massive market worth and the current needs of consumers, we believe EVJ will perform extremely well. In the best case scenario, EVJ will experience much higher demand than we project, allowing us to maximize capacity of bookings and invest in more vehicles. In the worst case scenario, after one full year of operations, EVJ is not profitable. In this case, we will first revamp our marketing and partnerships. If this is not successful in increasing demand, we will seek to sell our fleet to a company like ROAM America, looking to break into the electric market.

The primary risk of EVJ is the purchase of electric vans which is cost intensive. Because electric vehicles are not yet in common use, it may be difficult to liquidate the inventory should EVJ prove to be unprofitable.

Exit Strategy

The exit strategy would be to get acquired by a larger outdoor lifestyle company, like REI or Kibbo. If that fails, then we can expand to new routes with more vans, sell off the van fleet, or continue to rent them out through sites like Outdoorsy or RVShare.

Financial Statements

Yearly Ledger Changes					
Account	2021	2022	2023	2024	2025
Cash	\$ 817,000.00	\$ (814,350.00)	\$ 494,750.00	\$ 627,350.00	\$ 627,350.00
Inventory	\$ -	\$ -	\$ -	\$ -	\$ -
PP&E	\$ -	\$ 817,000.00	\$ -	\$ -	\$ -
SG&A	\$ -	\$ 292,750.00	\$ 264,750.00	\$ 264,750.00	\$ 264,750.00
Bank Loan	\$ 800,000.00	\$ -	\$ -	\$ -	\$ -
Operating Expenses	\$ -	\$ 235,000.00	\$ 235,000.00	\$ 235,000.00	\$ 235,000.00
Depreciation Expense	\$ -	\$ 181,000.00	\$ 161,000.00	\$ 97,000.00	\$ 57,600.00
Paid-In Capital	\$ 17,000.00	\$ -	\$ -	\$ -	\$ -
Preferred Stock	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	\$ -	\$ 530,400.00	\$ 994,500.00	\$ 1,127,100.00	\$ 1,127,100.00
Accumulated Depreciation	\$ -	\$ (181,000.00)	\$ (161,000.00)	\$ (97,000.00)	\$ (57,600.00)
Total	\$ 1,634,000.00	\$ 1,060,800.00	\$ 1,989,000.00	\$ 2,254,200.00	\$ 2,254,200.00



Balance Sheet					
Account	2021	2022	2023	2024	2025
Assets					
Cash	\$ 817,000.00	\$ 181,000.00	\$ 592,312.50	\$ 1,087,075.00	\$ 1,571,987.50
Inventory	\$ -	\$ -	\$ -	\$ -	\$ -
PP&E	\$ -	\$ 817,000.00	\$ 817,000.00	\$ 817,000.00	\$ 817,000.00
Accumulated Depreciation	\$ -	\$ (181,000.00)	\$ (342,000.00)	\$ (439,000.00)	\$ (496,600.00)
Total Assets	\$ 817,000.00	\$ 817,000.00	\$ 1,067,312.50	\$ 1,465,075.00	\$ 1,892,387.50
Liabilities					
Bank Loan	\$ 800,000.00	\$ 800,000.00	\$ 800,000.00	\$ 800,000.00	\$ 800,000.00
Equity					
Paid-In Capital	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00
Preferred Stock	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings		\$ -	\$ 250,312.50	\$ 648,075.00	\$ 1,075,387.50
Total Liabilities & Equity	\$ 817,000.00	\$ 817,000.00	\$ 1,067,312.50	\$ 1,465,075.00	\$ 1,892,387.50

Income Statement					
Account	2021	2022	2023	2024	2025
Revenue	\$ -	\$ 530,400.00	\$ 994,500.00	\$ 1,127,100.00	\$ 1,127,100.00
Gross Profit	\$ -	\$ 530,400.00	\$ 994,500.00	\$ 1,127,100.00	\$ 1,127,100.00
Operating Expenses including SG&A	\$ -	\$ 527,750.00	\$ 499,750.00	\$ 499,750.00	\$ 499,750.00
EBITDA	\$ -	\$ 2,650.00	\$ 494,750.00	\$ 627,350.00	\$ 627,350.00
Depreciation Expense	\$ -	\$ 181,000.00	\$ 161,000.00	\$ 97,000.00	\$ 57,600.00
EBIT	\$ -	\$ (178,350.00)	\$ 333,750.00	\$ 530,350.00	\$ 569,750.00
Taxes	\$ -	\$ -	\$ (83,437.50)	\$ (132,587.50)	\$ (142,437.50)
Net Income	\$ -	\$ -	\$ 250,312.50	\$ 397,762.50	\$ 427,312.50

Cash Flow Statement					
Account	2021	2022	2023	2024	2025
Net Income	\$ -	\$ -	\$ 250,312.50	\$ 397,762.50	\$ 427,312.50
Depreciation	\$ -	\$ 181,000.00	\$ 161,000.00	\$ 97,000.00	\$ 57,600.00
Change in Inventory	\$ -	\$ -	\$ -	\$ -	\$ -
Change in Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating Cash Flow	\$ -	\$ 181,000.00	\$ 411,312.50	\$ 494,762.50	\$ 484,912.50
Purchase of PP&E	\$ -	\$ (817,000.00)	\$ -	\$ -	\$ -
Total Investing Cash Flows	\$ -	\$ (817,000.00)	\$ -	\$ -	\$ -








Increase in Paid In Capital	\$ 17,000.00			\$ -	\$ -	\$ -
Bank Loan	\$ 800,000.00			\$ -		
Total Financing Cash Flows	\$ 817,000.00	\$ -		\$ -	\$ -	\$ -
Total Cash Flows	\$ 817,000.00	\$ (636,000.00)	\$ 411,312.50	\$ 494,762.50	\$ 484,912.50	\$ 484,912.50
Beginning Cash	\$ -	\$ 817,000.00	\$ 181,000.00	\$ 592,312.50	\$ 1,087,075.00	\$ 1,087,075.00
Ending Cash	\$ 817,000.00	\$ 181,000.00	\$ 592,312.50	\$ 1,087,075.00	\$ 1,571,987.50	\$ 1,571,987.50

Summary

Elevated Van Journeys aims to connect folks with nature and community on a deeper level. The van movement is a lifestyle in slowing down and appreciating the beauty that is in us and that surrounds us. By utilizing all solar powered vehicles and focusing on sustainability in our operations, Elevated also pulls the environmental lever--focusing on the future of sustainable living.

Research and compiled numbers indicate that this will be a viable business with growing demand from target markets with high levels of disposable income. The next steps would be to start generating leads and build up a demand to prove the concept further. The next few months would involve:

-  Testing out messaging and personas
-  Create website and landing pages for lead collection
-  Gather waiting list of leads with dates
-  Determine logistics of itinerary and driving flow. (What is the amount of driving time needed to get into a flow? And for future trips, what is the priority of date, time, theme and location for booking?)
-  Plan trip while waiting for vans to be available 2022



Appendix A. Finances Details

Item	Quantity	Cost	Total
Vans	10	\$ 33,000.00	\$ 330,000.00
Conversion (toilet, bed, kitchen, finishings)	10	\$ 40,000.00	\$ 400,000.00
Website Booking, Basic App	1	\$ 20,000.00	\$ 20,000.00
Solar Powered Charging Stations	10	\$ 3,500.00	\$ 35,000.00
Linens, Cookware, and other items to outfit Van	10	\$ 1,000.00	\$ 10,000.00
Pre-launch marketing		\$ 10,000.00	\$ 10,000.00
Headquarters Lease	1	\$ 12,000.00	\$ 12,000.00
		Total	\$ 817,000.00

Staff Salary Detail	Salary	Approximate Benefits/Taxes
CEO	\$ 50,000.00	\$ 12,500.00
COO	\$ 50,000.00	\$ 12,500.00
Fleet Manager	\$ 40,000.00	\$ 10,000.00
Customer Service/Marketing	\$ 35,000.00	\$ 8,750.00
Site Leads (3)	\$ 86,400.00	\$ 21,600.00
Total for all salary/benefits/taxes:	\$ 326,750.00	

Operating Expenses			
Salaried Staff Salaries/Benefits			\$ 326,750.00
Seasonal Staff Salaries/Benefits	3	\$ 36,000.00	\$ 108,000.00
Marketing	12	\$ 3,000.00	\$ 36,000.00
Van cleaner contractor	52	\$ 500.00	\$ 26,000.00
Web development contractor			\$ 12,000.00
Operational Supplies (restocking vans, phone and utilities, etc)			\$ 60,000.00
Van maintenance			\$ 20,000.00
Headquarters Lease			\$ 12,000.00
"Talent" Contracts	3	\$ 2,000.00	\$ 6,000.00
Class Instructors (2 per week per site)	300	\$ 50.00	\$ 15,000.00
		Total	\$ 621,750.00



Appendix B. Primary Itinerary: The Grand Circle (Five Day Itinerary)



DAY 1 | EASE (Las Vegas, NV)

Welcome circle and van tours, including an exploratory walk and breathwork.

DAY 2 | CREATIVITY (Zion)

Begin self journey with guided meditations, music, gratitude exercises and stories in app. Evening campfire has connective and interactive group activities to open the spiritual pathways.

DAY 3 | INTUITION (Bryce, Capital Reef)

The theme for today is intuition.

DAY 4 | TRANSFORMATION (Moab, Mesa Verde)

Move the body and soul by biking, hiking or climbing in Moab. Enjoy the sunset at Mesa Verde.

DAY 5 | INTEGRATION (Grand Canyon, Las Vegas)

Experience a vibrant sequence of personal development techniques designed to help you get the most out of your time with us, enabling you to translate your greater self-knowing into transformative life-changes, and leaving you equipped to extend the positive impact of your experiences

Additional Activities

- Volunteering
- Sonic Breathing
- Tea meditation
- Goddess yoga
- Yin yoga
- Inner child work
- Shadow work
- Campfires
- Vision board
- Feminine/masculine exploration

- Energy work
- Psychedelic ceremony
- Journal prompts
- Observations (sight, smell, touch, feel)
- Win Hof breathing, cold therapy
- Sauna
- Volunteer work (farm, winery, brewery)
- Finding your ikigai



Appendix C. Additional Routes



California Coast

Start: LA, End: San Francisco

The Pacific coast is filled with electric charging stations and activities-- making it a great option for an electric vehicle journey. Customers get to experience the beautiful coastline, redwood forests, rural vineyards, funky beach towns, and bedazzling urban landscapes. They can find inner peace with buzzy crescents of sand, ideal for a surfing or picnic break, hiking trails, state parks, and Spanish colonial monuments. Sections will be sure to include Big Sur, Carmel-by-Sea, Muir Beach Overlook and the Golden Gate Bridge.



Pacific Northwest Road Trip

Rocky Mountain Road Trip

East Coast Road Trip

Everglades, Florida Road Trip

Reliving history on Route 66



Appendix D. Electric Van Companies

	Ford Transit	Arrival	Canoo	Renault Kangaroo	Mercedes Sprinter	Rivian
Website	https://www.ford.com/commercial-trucks/e-transit/2022/	https://arrival.com/?id=2 , https://insideevs.com/news/492523/arrival-electric-van-over-200-miles-range/	https://www.canoo.com/mpdv	https://www.renault.co.uk/electric-vehicles/kangoo-zee.html	https://www.vans.mercedes-benz.com/vans/en/mercedes-benz-vans/insights/stories/mercedes-benz-esprinter-emission-free	https://rivian.com/ (only trucks, no vans for a while)
Price	\$35-45,000	\$24,990	\$33,000	\$38,850	\$75,000	\$70,000
Mileage	126 miles of range	Max 215 mi	130-230 mi	143-199 mi	104 miles	400 mi
Pros	2.4 kW of exportable power					Great mileage, ability to go from 0-60 in under 3 sec
Cons				When will it be available in the USA, mini van?? Small??	timeline?	Not sure when vans will be available for consumers, pricey
Available Date	2022		Q2 2022-2023		2023	Not sure



Appendix E. List of National Park Tour Providers

Adventure Trips		
American Alpine Institute (AAI)	One of the premier rock-climbing and mountaineering schools in the United States, AAI offers courses all over the world in all types of climbing, from trekking and backpacking to high-altitude ascents. 1515 12th St., Bellingham, Washington, 98225. 360/671-1505; 800/424-2249;	www.alpineinstitute.com
Backroads	Arguably the best-known adventure travel company in the country, Backroads organizes trips to destinations all around the world—including the national parks of the West, Southwest, and Rocky Mountains. 801 Cedar St., Berkeley, California, 94710-1800. 510/527-1555; 800/462-2848	www.backroads.com
The Great Canadian Adventure Co	This company organizes trips into Canada’s wilds, including those in Banff and Jasper national parks. 6714 101 Ave., Edmonton, Alberta, T6A 0H7. 780/414-1676; 888/285-1676	www.adventures.ca
Off the Beaten Path	This company organizes trips throughout the U.S. and the world—including the national parks in the Rockies, desert Southwest, and Pacific coast—that combine outdoor activities with learning experiences. Their various National Parks Guided Group Journeys hit Arches, Canyonlands, Big Bend, Yellowstone, Glacier, Grand Canyon, Mount Rainier, and Zion national parks, among others. 7 E. Beall St., Bozeman, Montana, 59715. 800/445-2995	www.offthebeatenpath.com
REI Adventures	The outdoor outfitter conducts trips to the national parks, among other destinations. Examples include hiking in Arches, Capitol Reef, or Death Valley; cycling in Zion and Bryce Canyon; kayaking in Yellowstone or Grand Teton; rock climbing in Joshua Tree; and backpacking in the Grand Canyon, Rocky Mountain, or Yosemite National Park. 253/437-1100; 800/622-2236	www.rei.com/adventures
Sierra Club Outings	The travel arm of the iconic environmental organization, which was founded in 1892 by John Muir, organizes a variety of active trips (some of them service-oriented “volunteer vacations”) to the national parks, including Grand Canyon, Guadalupe Mountains, North Cascades, Olympic, Mount Rainier, and Yellowstone. 85 2nd St., 2nd fl., San Francisco, California, 94105. 415/977-5522	www.sierraclub.org/outings
Timberline Adventures	Through Timberline Adventures, you can book hiking and cycling trips into virtually all of the Western parks, including Arches, Bryce Canyon, Big Bend, Capitol Reef, and Zion. 505 Stacy Ct., Suite F, Lafayette, Colorado, 80026. 303/664-8388; 800/417-245	www.timbertours.com



The World Outdoors	This guide company offers hiking and multisport trips in Arches, Banff, Big Bend, Bryce Canyon, Canyonlands, Glacier, Grand Canyon, Grand Teton, Rocky Mountain, Sequoia and Kings Canyon, Yellowstone, Yosemite, and Zion national parks (and other places around the world). 2840 Wilderness Pl., Suite D, Boulder, Colorado, 80301. 303/413-0946; 800/488-8483	www.theworldoutdoors.com
Road Scholar	This branch of the not-for-profit group Elderhostel, Inc., sends adult travelers on educational and adventurous trips all around the world. They've got offerings in many national parks, including less-visited parks like Big Bend, Channel Islands, and Lassen Volcanic. 11 Ave. de Lafayette, Boston, Massachusetts, 02111-1746. 800/454-5768	www.roadsscholar.org
Walking the World	This tour company offers adventure travel for the 50+ crowd to U.S. and international destinations—including Arches, Capitol Reef, and Rocky Mountain national parks. 970/498-0500	www.walkingtheworld.com
Grand Canyon Tour Company	This operator provides tours of the park—by bus, helicopter, or plane—from nearby Las Vegas. They also offer guided rafting, hiking, and overnight camping trips in the park. 795 E. Tropicana Ave., Las Vegas, Nevada, 89119. 702/655-6060; 800/222-6966	www.grandcanyoncompany.com
The Yellowstone Association Institute	The field institute of this nonprofit offers educational seminars and guided one-day and multiday tours and trips for adults and families in Yellowstone, ranging from backcountry expeditions to “Lodging and Learning” experiences. Yellowstone National Park, Wyoming, 406/848-2400	www.yellowstoneassociation.org

Source: Fodor's, 2021



Appendix F. Branding Kit

Brand Logo



Brand Colors



<https://coolors.co/006466-065a60-0b525b-144552-1b3a4b-212f45-272640-312244-3e1f47-4d194d>



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