

Cupid's Arrow Business Plan

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EXECUTIVE SUMMARY

We are Cupid's Arrow, a relationship service company in Ireland that offers counseling to couples having relationship problems. The founders of this company previously were known as the PIIGS, a group focused on the international issues of the countries in Europe. The purpose of this project, creating a business in Ireland, is to generate revenue and expand to help individuals all throughout Ireland with relationship guidance. We are writing this paper to our board of stockholders to gain approval of our plan to expand our company to Limerick. We wish to inform them of our business in greater depth, and show them why we believe that our company is, and will continue to be, successful in future years.

We are analyzing Cupid's Arrow, a company that provides relationship counseling services, to promote the general happiness of all of its clients by either informing them that they should stay together, or recommending divorce if it is the best option. Ireland is a great country choice for this company, as a majority of Ireland's citizens are Roman Catholic, so working on their relationships with the goal of maintaining the marriage is important to them. However, if problems persist in their relationship, we can help mend them to settle their differences. This is an emerging market in Ireland, which we see as becoming very profitable in the coming years, as more and more Irish citizens are accepting divorce as a viable option. Cupid's Arrow entered the market via a greenfield venture, as we already have operations in the US to provide counseling and divorce assistance, which no other company in Ireland does. We are a niche company in Ireland, and there are no other companies that specialize in marriage

counseling and divorce. To date Cupid's Arrow has been in business for three years, and has generated a profit for the third year, with promising plans for the future if we are to expand our company into Limerick. Cupid's Arrow is committed to spreading happiness in relationships, and expanding into Limerick will allow us to do this.

HOST COUNTRY ANALYSIS

Relevant Economic Issues

Ireland is small and independent, found in northwestern Europe. Dublin is the capital and the largest city in Ireland. Ireland is also known as the "Emerald Isle" as a result of its beautiful green countryside. The ethnic makeup of Ireland is as follows: 87.4% Irish, 1.3% Asian, 1.1% Black, 7.5% Other White, 1.1% Mixed and 1.6% unspecified. (2006 Census) Ireland is a republic with a President, Prime Minister and Parliament. The Irish government is based on the Irish Constitution of 1937. The two official languages spoken in Ireland are Gaelic and English.

Ireland has a religion made up of 93% Roman Catholic, 3% Anglican and 4% other beliefs. ("Ireland - Language") In Ireland, industry accounts for 38% of their Gross Domestic Product, 80% of exports, and employs 27% of the workforce. Despite the industrialization in Ireland, they are still an agricultural country, which is very important for its self-image and its image for tourists.

To launch a business in Ireland, a company has to go through four procedures and six days, with no minimum capital is required. It takes 150 days on average to obtain the necessary permits. The top corporate tax rate is 12.5%. ("Ireland")

The Irish economy is currently in crisis. In the past five to ten years there has been a significant downturn in the economy. Irish banks lost significant sums forcing the government to bail them out. The Irish economy was hit with a recession after several years of high growth. The Irish government put in place unpopular austerity measures which caused a double dip into the recession and resulted in a rise in government borrowing. (Pettinger) Ireland has not been able to meet its debts and as a result stronger countries like Germany in the European Union (EU) are forced to bail them out; however Ireland has yet to pay off its debts to Germany. The GDP/Capita of Ireland is \$50,503.42. (See Figure 1)

The income distribution in Ireland is unequal. The inequality is increasing with the top 10% now taking 35% of all income, and the top 1% taking 10%. The increase in the inequality grew as Ireland became more prosperous; as the economy grew, the share of all income earned by the top 1% rose very quickly, as well as the proportion of the income earned by the top 10% (See Figure 2)(“Income Inequality”).

In Ireland, the population in the urban areas total 2,842,493, which forms 61.9% of the country. The population in the rural areas total 1,746,509 which forms 38.1% of the country. These percentages are fairly close, especially when comparing them to Europe as a whole, where 72.8% of the continent is urban and 27.2% is rural. (“Urban/Rural”)

Foreign direct investment (FDI) has been an integral part of Ireland’s economic development strategy. The foreign firms have a strong impact on the economy by contributing to their exports, jobs and expenditure. Foreign firms have contributed significantly to their economic growth and development. The US is the largest source of

FDI in Ireland, as 531 United States companies employing over 100,000 people in Ireland, which is approximately 70% of total inward investment employment. (“Foreign Direct Investment”)

The top five products imported by Ireland are Refined Petroleum (7.2%), Packaged Medicaments (5.4%), Planes, Helicopters and/or Spacecraft (5.1%), Petroleum Gas (4.2%) and Computers (3.4%). (“Learn More”)

Key Features of Our Target Market

Our target market is married couples who are having issues in their relationships. Our target market out of all couples facing problems are those that are younger, as studies show that younger couples tend to have higher rates of separation and divorce when compared to other couples. (“Marriage and Divorce”) Therefore Cupid’s Arrow will be able to help them reconcile their differences before serious issues begin to fester. (See Figure 3)

We are targeting couples that make an average income, which in Ireland would be a person who makes around \$23,000- \$24,000 a year. We wanted this demographic, as these couples are the largest percentage of people in Ireland. These couples will also have the income necessary to pay for therapy, and depending on whether we advise they separate, they will have the necessary money to cover other expenses for this process. (“Ireland” OECD) Our target customer in Ireland is different than those in our home country because of the recent law on divorce, and as a result we have to emphasize their customs. There are no technological or infrastructure concerns.

Relevant Cultural/Social Issues

Relevant cultural and social issues for Ireland in relation to Cupid's Arrow focus less on corruption and more on societal norms. Corruption is not a large issue, as the corruption index ranked Ireland 17 on the list of corrupt nations, where lower numbers signify less corrupt nations. Ireland last year was 25, showing an improvement in the safety and anti-corruption measures in place. (Taylor)

The bigger issue that we will have to face is that Ireland as a country does not look very favorably on divorce. The majority of Ireland is Catholic, with a 2012 report stating that 84.2% of the population identifies as such. (Hyland) In general, the Catholic Church does not look favorably on divorce. This is shown to be apparent even more when considering the fact that the Family Law Act of 1996, which legalized divorce in Ireland, was passed by such a small margin, having 50.3% of people vote in favor of it. If everyone in the population of 4.595 million were to vote, that means that roughly 2.284 million people are so against divorce that they voted against it. ("Population, Total") Unfortunately for us, that is a segment of the population that would hold unfavorable views towards our business. We at Cupid's Arrow acknowledge this however, and are willing to accept that we may not be as popular with everyone at the given moment. We are thinking long term, and believe that by helping couples now form better lives for themselves, as future generations adapt to living with the legalization of divorce, and without as much stigma of divorce, will make us developing a business, even when it is controversial, worth it in the end.

Relevant Regulatory, Political, and/or Legal Issues

The law on divorcing was passed in Ireland in 1995. Because of this, many couples in Ireland have begun to divorce under legal terms instead of staying separated from each other while still being considered married by the state. Because Ireland is made up of a long percentage of Catholics and others with strong religious backgrounds, the law barely became effective after a 51% to 49% split, with 51% being in favor of the law. This enactment helps our business tremendously, as we are able to develop a niche business that can recommend divorce as well as additional marriage counseling. This will also add more revenue to our income long term. (Coulter)

Our services are provided on a step-by-step basis. We first schedule meetings with our couples a minimum of twelve times a year. These meetings typically last an hour each. If the couples or we feel as if they need more counseling and more meetings, we take schedule more available bookings. However we do not require more than twelve, as each couple has a different story, and some have been separated for so long that we do not want to force a relationship if it has completely deteriorated. We then, after a case analysis, we determine whether the couple should remain together or move on with their lives separately. For couples who we suggest to remain together we continue to give counseling until the relationship has been significantly improved. If we as a company suggest that a divorce is the best approach, we help the couples throughout the divorce procedure and recommend them to lawyers in the surrounding areas.

Relevant Currency/Exchange Rate Risk Issues

The current currency/exchange rate between the Euro from Ireland and the Dollar from the United States is 1:1.07, respectively. (“Graphs Converter”) This means that if a

couple who owned solely American dollars decided to use our service, it would cost them an extra seven cents for every dollar that they spend at Cupid's Arrow. More specifically, because each session is one hundred fifty euros, that would cost those with American dollars one hundred sixty dollars and fifty cents. We do not believe this will be an issue with our company however, as we are planning to have Irish or other European customers, as our business is dependent on coming to our Irish locations.

Competitive Conditions

In simple terms, Cupid's Arrow provides counseling to couples that are having conflicts with one another. We realized that relationships are not formulaic, and so determining whether or not the two in question should stay together or get a divorce is a case-by-case analysis. If they stay together, we provide optional, but highly suggested, therapy post-counseling. If we suggest divorce, we help the couple with the basic paperwork and with emotional support while also assisting them in finding a potential lawyer.

Being a counseling service, our main target market is a couple that is living together. We wish to help couples who are dedicated to improving their relationship with their spouse, whether it be through marriage continuation or divorce. By understanding that not every couple should stay together, our company is given two market segments to work with, couples who want to stay together and couples that would be better off if granted a divorce.

One major trend relevant to divorcing in Ireland is that divorce rates have skyrocketed in the recent years. Since 2006, divorce rates in Ireland as a whole has risen

by one hundred fifty percent. (Coulter) This is very significant considering the religious background and the culture of the Irish. Because our company is focusing primarily on Dublin and Limerick (our retail locations), the marital breakdown rates in Dublin and Limerick are 13.5% and 12.4%, respectively (Counihan). These two cities, along with Waterford city, have the highest rates in Ireland, which explains our reasoning for having our locations in two of these three cities. These increasing trends help our business because that simply means more couples will continue to come to our service, which translates into larger revenue in the long run. Divorce rates and population rates have been ever increasing in Ireland in the past decade, and, assuming that this trend continues, our company should expect to see a positive linear graph in our revenues and profits in future years.

In the start up of any company, there will be competitors. The reason why Cupid's Arrow has competitive advantage over other common counseling services is because we are a niche company and we offer support not only for couples that seek relationship guidance, but for those who should truly separate for their own happiness. Unlike typical counseling service companies who really pursue to help couples maintain relationships, we offer a process for couples that we believe should not stay together. Having that versatility grants couples more options, which customers love to have. Typical counseling services are only interested in couples staying together, but we at Cupid's Arrow understand that sometimes people just are not good for each other.

Some advantages of our company include being a niche business, first movers, multilingual, multinational, and versatile. We are a company specialized in counseling services for all couples with great experience and credibility. Being first-movers, we have

a competitive advantage in resources and we are also the first multinational counseling service in Ireland. Some disadvantages include other competitors in local areas and future expectations. First-movers usually make large profits, but as more competitors follow, the first-movers' profits decrease with the excess competition. Because there are other counseling services in Ireland, couples have more options of which counseling services to choose from, and factors that determine their decisions include financials and location. If a couple lives in Waterford and there is a counseling service located there, then the couple will most likely choose the Waterford counseling service as their provider simply because it is closer as opposed and more practical when compared to traveling to either Limerick or Dublin.

The reason that Cupid's Arrow has decided to develop in Ireland is majorly a result of Ireland's recent divorce law. Before the 1937 Constitution, divorce was legal, but after the Constitution divorce was not lawful until the Family Law Act of 1996. The first divorces were not granted until 1997 however. Therefore, Irish divorce has been legalized for approximately twenty years. ("Divorce in Ireland") Therefore Cupid's Arrow would be considered a 'first mover' as we would be developing a relationship service that caters to couples on the brink of separation, at times recommending divorce, which is new as the legal ability to divorce has recently been introduced. By breaching the market fairly early, we would be able to establish ourselves as the company who is to be trusted, as we will have a reputation developed prior to other companies even entering new locations within Ireland.

Our company's international track record is our three years in Dublin, Ireland. We have seen success, and want to expand to other parts of the country, such as Limerick.

Our company would need to develop in new locations, because unlike with the sale of products, we are unable to ship our services outward. If we wanted to reach the 13.5% of the couples in Limerick that are divorced or divorcing, we will have to set up a new location for them to visit, as it is geographically improbable to assume that couples in Limerick would travel approximately 200 kilometers to sit down with us. (“Divorce Soars”)

Our company is definitely more focused on local responsiveness, due to the nature of our business. While there are therapeutic practices that can be taken in a more global standardization sense, for our customers it is important to have local responsiveness. Our customers are facing a difficult time in their relationship and in their life, and it is important that we as a company understand that we have to go above and beyond to make them feel comfortable in an uncomfortable time. The way we would go about doing this can take many forms. For example, as far as hiring is concerned, we would ideally like to start with a geocentric approach, as we believe that whoever is best qualified is the person that we want on the job. If we find that our clients are more comfortable talking to a person that understands their culture more innately however, we would be willing to modify our selection to more Irish nationals. On the opposing side, if we found that people were more willing to open up with someone with whom they did not feel would have preconceived notions of divorce, as some Irish nationals might have more negative opinions considering that it is so new, we would gravitate to hiring more international therapists. Overall, Cupid’s Arrow is committed to doing whatever we consider best for our customers.

Cultural Norms and Ethical Standards

The basic cultural norms and ethical standards in Ireland are not dissimilar from the United States. For example, a common standard that both nations have is hand shaking. Whether on a business trip, a social gathering, or meeting a new acquaintance, handshaking with good eye contact is always important for both the Irish and American nations. People in Ireland, like the people in America, find it rude to show pretentious behavior, and expect to be respected at all times (O'Shea).

There are also differences between the two nations that will impact our business operations. The Irish people are more relaxed with their time and often show up late to meetings. This can impact our business operations as the United States has a strong sense of punctuality, so there will be a clash in customs. This can impact our business as we are essentially meeting people periodically throughout the day, and if one couples shows up late to their session it can push back all couples for the rest of the day. We would have to compensate for this by blocking off larger time slots for couples to ensure that couples later in the day who show up on time will not feel slighted by having to wait for a couple who showed up late to finish.

Another important cultural difference in Ireland to keep is gift giving. If an individual were invited to a home for dinner, for example, it is usually thoughtful to bring a small gift as a token of appreciation (O'Shea). This too can impact our business, as we will want to host dinners and other events of a similar nature. We will need to accept the fact that the Irish people might bring tokens of appreciation, and that we will have to return the favor if we are ever invited to their homes.

As of December of last year, Ireland is currently ranked seventeenth for “least corrupt” out of one hundred seventy-five countries on the annual corruption index, and bumped from being ranked twenty first during the year of 2013 (Taylor). This is a great trend for businesses because a safer nation encourages more companies to do businesses at the respective location.

Social Consequences

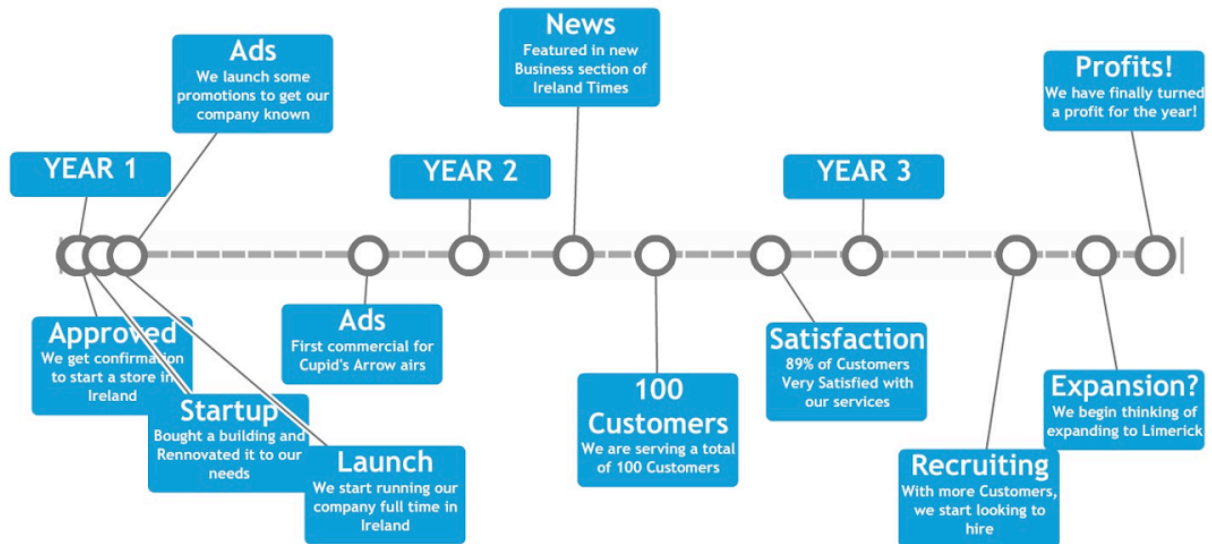
The people of Ireland have strong values for marriage. They have a negative view when it comes to divorcing, as the law that legalized it passed by a small margin of 2%. (Coulter) Being a business that offers support for divorces, we can see this as a potential threat because it can hinder couples from trying out our service. We are able to compensate against this by showing our customers statistics on past couples. More than 75% of the couples that come to our service end up staying together, so we are able to show that at Cupid’s Arrow we strive to help couples be as happy as possible in their current relationship, only recommending divorce when we believe it is the only alternative.

Bribery

Because Ireland has been decreasing its corruption in recent years, we highly doubt that any bribery or similar activities will occur within Cupid’s Arrow. If bribery were to occur however, Cupid’s Arrow maintains a zero tolerance policy, which includes the prohibition of bribery and other corrupt activities.

FIRM STRATEGY ANALYSIS

Three Year Timeline of Major Milestones



Three Year Financials (See Figures 4-8)

Our revenue is made by helping our clients with counseling sessions or by helping them through their divorce. We charge \$150 per session for counseling, and if we find that a couple is better suited for divorce we help them through the basic steps and charge them for our assistance.

Our major costs throughout our three years we have been in business have been startup costs and salary costs. The acquisition of our office space and renovations required amounted to \$200,000. Our salary expense for our five employees is \$175,000. The \$35,000 per employee will increase once the company starts earning more revenues. Each year is approximately \$25,000 in rent, equipment, utility costs, and miscellaneous costs. The corporate tax rate in Ireland is only 12.5%, as opposed to the

United States where the federal corporate tax rate is 35%, so working in Ireland is more favorable for us than for the U.S. in terms of tax rates. (Sullivan)

After three years, we will have enough customers to be making a profit at the end of the third year. We will still be in debt, but that is only because we had such high startup costs.

We have a modest expected growth rate of about 37.25 customers per year. This is a combination of our past growth of customers and our anticipated growth as we expand into Limerick, as the total amount of married couples in Dublin and Limerick are 854,302 and 150,634 respectively. Adding a new store in Limerick will significantly increase our revenues once we get the store off the ground, which will not take long if it is similar to our business in Dublin, which we are expecting it will be.

By the seventh year we will be debt free. Our anticipated revenues are based off of customers paying \$1,800 each year for our services. Our major salary costs are fixed currently, as we have a five-person team, but once we open our store in Limerick we will be hiring two more employees to help with operations.

Major Competitors Analysis

Our only true competition is Relationships Ireland, a charity that provides all kinds of counseling for couples and families (“Relationships Ireland - Relationships Ireland”). Their current rate is 50 euros an hour, which translates to about \$53 USD. We charge 150 euros a session, but the average counseling service in Ireland charges between 100 and 250 euros, and we believe that we have superior talent with our counseling when compared to cheaper companies like Relationships Ireland. They are a charity, who rely

on donations in addition to their counseling revenue to continue helping couples, shown from their website. They are a risk to us, because their operations are headquartered in Dublin, and they have been in business since 1962, so they have already had a long time to take over the market. They do have more of a market share, but we provide more services in the sense that we provide divorce assistance as well. They are primarily concerned with keeping couples together, instead of realizing that some couples would be better off with divorce. “At Relationships Ireland we work with couples and individuals to give people the opportunity to have the relationship they want,” is Relationships Ireland’s mission statement (“Relationships Ireland”). The past three years we’ve been in business, we have competed against them and have a strong growth rate even with their competition, and established our presence in Dublin. We plan on expanding to Limerick to expand our presence and to gain more customers.

Advantages	Disadvantages
<ul style="list-style-type: none"> • We have already been successful in the United States and parts of Ireland, so we have past experience with advising couples • We get to design all aspects of our own business with a greenfield venture 	<ul style="list-style-type: none"> • We are not from Ireland, so we may seem insensitive or ignorant of the culture earlier in our company’s history • Starting business with a greenfield venture is costly • Projected financials are just projected, we have no guarantees, so if Limerick fails we have a large debt to pay off

<ul style="list-style-type: none"> • Being able to help with relationship problems or divorce makes our company more flexible than our competitors • Corporate tax rates in Ireland are much more favorable to us than tax rates in the US 	<ul style="list-style-type: none"> • Divorce is still controversial in Ireland, the law only passed by about 2%, so some people may view us in a negative light, but we try to promote healing the relationships before suggesting divorce
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Firm Mode of Entry

We decided that entering the market as a greenfield venture is the best strategy to use. Even though it is costly, we believe investing this much in this industry will convince the customers that we are here to stay and that we are keen on making a big impact. After getting confirmation to start the store, we bought a building and renovated it to suit our needs. As soon as we launched, we tried to get our name out in the market by offering promotions. Near the end of Year One, we made our first commercial to promote the company even more. The first year was dedicated on promoting our name and capturing the market.

Our only real threat in competition is Relationships Ireland, a charity set up in 1962, devoted to assist couples in the relationship problems. With this company being in business so long, they already have a fairly large part of the market share, but since the population of married couples is so large, we have been fairly successful in gaining a reasonable amount of couples to start turning profits. We face being preempted by this company if they were to be aggressive towards our entry into this market. However, the

upside is that this is largest competition that we will have to worry about and we assists couples through the divorce process if they do decide to go through with it which our competitors do not do. Other relationship counseling companies are mostly single pop-up stores and would not have sufficient resources to try to shut us down.

Due to the lack of big companies in this sort of industries, we consider ourselves an early entrant. Therefore, we will be facing high pioneering costs as we try to figure out marketing and operating strategies that will be a good fit for the culture and norms. Also, we will need to carry out a lot of market research to determine what kinds of methods best suit the customers in serving them.

Firm Social Responsibility

Cupid's Arrow is devoted to making our clients happy. This means that we will recommend divorce if it is the best possible option. The Irish community, predominantly Catholic, is not very receptive to divorce, the law legalizing divorce only passed by a small margin. 50.23% of voters approved the referendum in 1995 ("Divorce Becomes Legal"), so many couples may not be willing to go to a company that promotes divorce, for their counseling sessions. We are overcoming this situation by making a year of counseling mandatory before we recommend divorce. In addition, 78% of our clients end up staying together (See Figure 9). We promote how we rather couples see our couples stay together than separate, which helps our image with Irish clients.

One way that we alleviate the situation is by helping the customers with the divorce process so that their burden is eased. Because divorce is stigmatized in Ireland, helping the couples with the process can be considered a social responsibility. We make

sure we have done our best to help the couples and that they will be satisfied with our services before they done with our services.

Other than what was previously mentioned, we do not see any negative externalities caused by our company. Unlike bars or nightclubs, our presence in a neighborhood does not negatively affect the atmosphere of the community and because we do not manufacture anything, we do not produce harmful byproducts.

RECOMMENDATIONS

One thing that we can do to increase the value of our service is to become more active on social media. We can hire a team of programmers to update our entire social media pages daily, and to set up a more professional website. That way potential customers can get a better feel of what we do. Furthermore, we can give our current customers referral codes which they can use to go post anonymous reviews on our website. This will help other potential clients see how real customers feel about our services.

Prices should will not be lowered now because the our main competitor's pricing is set at 50 euros ("Relationships Ireland - Relationships Ireland") and our high price not only helps cover the cost of the greenfield venture but also gives customers the impression that our services are better. In the future however, to attract more customers, we can offer more promotions or discounts.

Another way we can promote our services is by offering a 10% discount to couples that recommend other couples. It is beneficial for all parties and it reduces the cost of advertising or third party broker fees. Also, this is very likely to be successful

because a people usually talk about their marital problems when they are around their friends. Therefore, it is a great opportunity for potential clients to hear how we have improved their friends' marriage, and how we can potentially do the same for them. All that the new couple would need to say is that they were referred to us by a specific person and that person and his or her spouse will get a 10% discount. Another great advantage of this is that people usually listen to their friends' advice and are more likely to trust their recommendations versus an advertisement found elsewhere.


A risk that we face as a company comes from the industry that we are in. Because of Ireland's nearly 50-50 split on supporting divorce, it can be hard to convince the other half that we are making a positive impact. There is a chance that small anti-divorce organizations or groups will be set up and try to hinder our progress. We therefore have to be very cautious with our decisions (especially when concerning marketing) so that we promote ourselves in a positive manner to both those that support and do not support divorce.

Our anticipated revenues once we open up our new store in Limerick will increase significantly, because our expected amount of customers will double within the next four years. Our net income is still in the negatives due to the cost of being a greenfield venture, but the debt is decreasing each year until year seven when our net income is at about \$150,000. Our growth rate remains at an expected 37.25 customer increase per year.

EXHIBITS

Company/Major Competitors Background Information

	Cupid's Arrow	Relationships Ireland	Counselling Services Limerick
Size	Currently new, small, one store operation, but planning on expanding	Ireland's leading marriage counseling agency in Dublin	Very small, single person operated, not much room for expansion
Revenue	See figures 4-6	No financials available at present time	No financials available at present time
Profitability	We are turning profits in year three, but still in debt from our startup costs	No financials available at present time	No financials available at present time
ROI	-32.05%	No financials available at present time	No financials available at present time
Market Share	The total married couples in Dublin is 854,302, and we have 142 couples at the third years end, which is enough to be	Being in business for 53 years, they have a dominant presence in Dublin. Financials	Single Person operated store, doesn't sound like the owner has much

	<p>turning a profit, and good for a new company, but we haven't even made a dent in the market.</p> <p>See figures 7</p>	<p>aren't available, but we can assume they have the attention of many troubled couples who want counseling</p>	<p>experience counseling, so</p>
<p>Growth Rate</p>	<p>37.25 customers/year or +\$62,750 more profit each year</p>	<p>No financials available at present time</p>	<p>No financials available at present time</p>
<p>Stock Price Trends</p>		<p>No financials available at present time</p>	<p>No financials available at present time</p>

Summary of key relevant country issues

1. High labor/Operating costs
2. Eurozone Risk
3. Deficient Infrastructure
4. Unemployment rate at 14.8%(Almost 3x the US rate)
5. High emigration rates: 3000 Irish on average leave each month, most since potato famine(1845-1852).

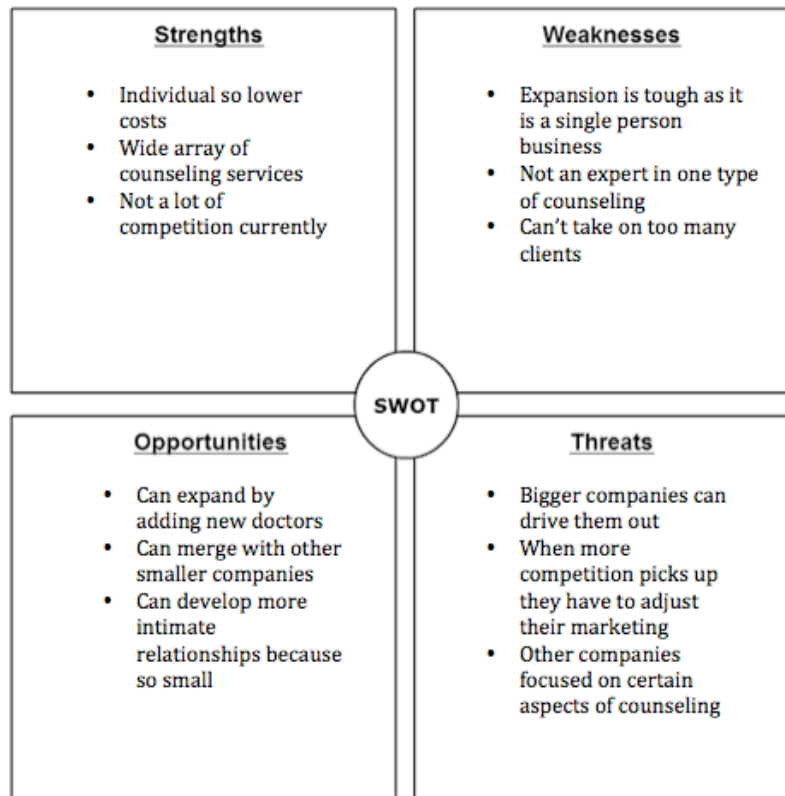
Additional Relevant Country Information

Ireland is found on the northwestern part of Europe. Dublin is the capital and the largest city in Ireland. Ireland have multi-lingual people, a low corporate tax of 12.5%

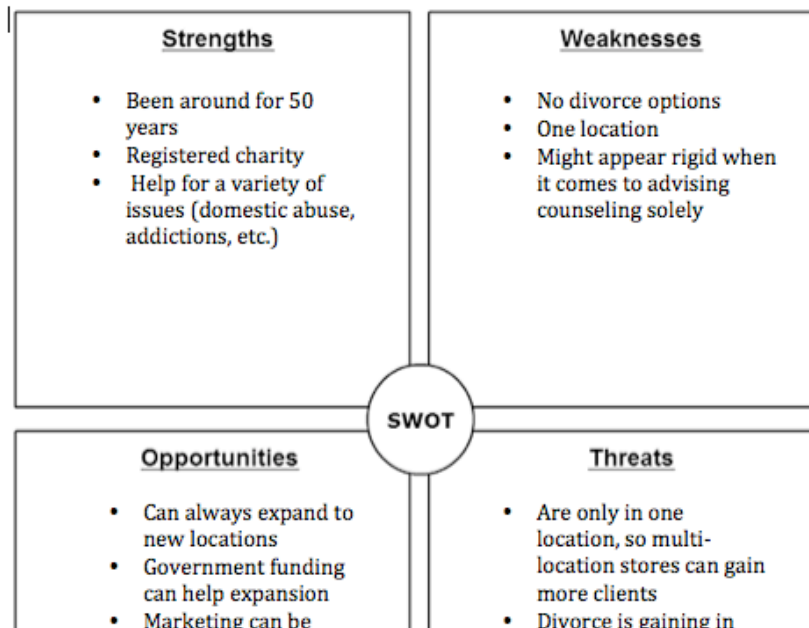
and are politically stable. The Ethnic makeup of Ireland is as follows: 87.4% Irish, 1.3% Asian, 1.1% Black, 7.5% Other White, 1.1% Mixed and 1.6% unspecified. (2006 Census) . Ireland has a religion made up of 93% Roman Catholic, 3% Anglican and 4% other beliefs. (“Ireland - Language”) . Ireland is a republic with a President, Prime Minister and Parliament. The Irish government is based on the Irish Constitution of 1937. The two official languages spoken in Ireland are Gaelic and English. There are no technological or infrastructure concerns.

SWOT Analysis

Counselling Services Ireland



Relationships Ireland



Contingency Plan

If Cupid's Arrow begins to start losing money, and we realize that our company will never make it in Ireland as a successful company, we will slowly terminate our operations in Ireland. For our current customers, we will finish their counseling sessions, and provide them with contact information for alternative relationship counseling in order to hasten us losing our customers in Ireland, but we will not accept any new customers. We don't want to leave Ireland with a bad reputation, so we want to leave our customers feeling satisfied with our services. We will move back to the United States where our stores are profitable, and look into new countries, maybe other members of the PIIGS that we may expand into.

Annotated Bibliography

<http://www.relationshipsireland.com/>

This is our top competitors website. It gave us all the needed information on *Relationships Ireland*, that we could use to prove that our service, even though we are much newer, can compete in the Dublin market. It didn't provide any financials for the company, probably because as a charity, it doesn't hold stocks, so it doesn't have to let that information known to the public

<http://www.forbes.com/sites/taxanalysts/2013/11/06/if-ireland-is-not-a-tax-haven-what-is-it/>

This website is part of the reason we actually picked Ireland to enter into. The corporate tax rate in Ireland is amazing compared to the US, 12.5 and 35 respectively. With this rate, we can retain much more of our profits than we could had we just decided to start more stores in the US.

<http://www.irishexaminer.com/ireland/divorce-soars-by-more-than-150-over-past-decade-188857.html>

This article is an inspiration for our business since it shows us that our market, couples that are having problem, is expanding. It provides key statistics on the increase in the rate of divorce in Ireland. It says that the divorce rate is soaring, which gives us confidence that our company will do well in Ireland.

<http://www.kwintessential.co.uk/resources/global-etiquette/ireland.html>

This website gives general information on Ireland, and helps us get a deeper insight into Ireland's culture. It also shows us what percentage of people follows what religion. It is a vital information because the religion that people follow greatly affect people's view on divorce, which in turn will affect our market.

<http://www.x-rates.com/table/?from=EUR&amount=1>

This website gives us exchange rates for different currency. This is important since we are a multinational. We need to convert our profits into US dollars in order to compare progress or any financials with our home country businesses.

<http://www.economicshelp.org/blog/2460/economics/problems-of-irish-economy/>

This article talks about the problems the Irish economy is facing, which gives us a heads up of potential problems we can run into. The statistics provided in the article may not be directly relevant to our company but it indirectly indicates that our business will do well since people, especially those in relationships, tend to be unhappy during difficult times.

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TEAM CHARTER

Team Purpose

The team will create a successful relationship counseling business in Ireland. Ideally we will be expanding into another location after our third year.

Duration and Time Commitment

The team has been commissioned for three years. Team members will do the tasks that have been assigned to their respective roles and will be open to any criticisms and ideas that their peers suggest. Each members will also dedicate 50% of their daily life to the company.

Scope

Activities that happen within the business are all in scope. Decisions and activities that are outside the physical business that have an effect on our quality of service will be documented but not pursued at this time.

Members

Katherine Hayes – Chief Therapist

Doris Gyamfi – VP Marketing

Chris Jimenez – VP Human Resources

Ye Hlaing – CEO

Eric Keresztes – VP Finance

Desired End Result

This team will recruit clients, market to different locations, and engage in acts to encourage the expansion of our services. The team will be expected to expand our current business into another location, with Limerick being the chief goal at the present moment.

Reporting Plan

Our CEO will provide a report at the end of each month that outlines participation, any supporting documents due, available resources, progress of primary tasks, and documenting any past due tasks. The team will also have reports every two years reviewing our progress and complications.

Appendix

Figure 1: GDP/Capita in Ireland

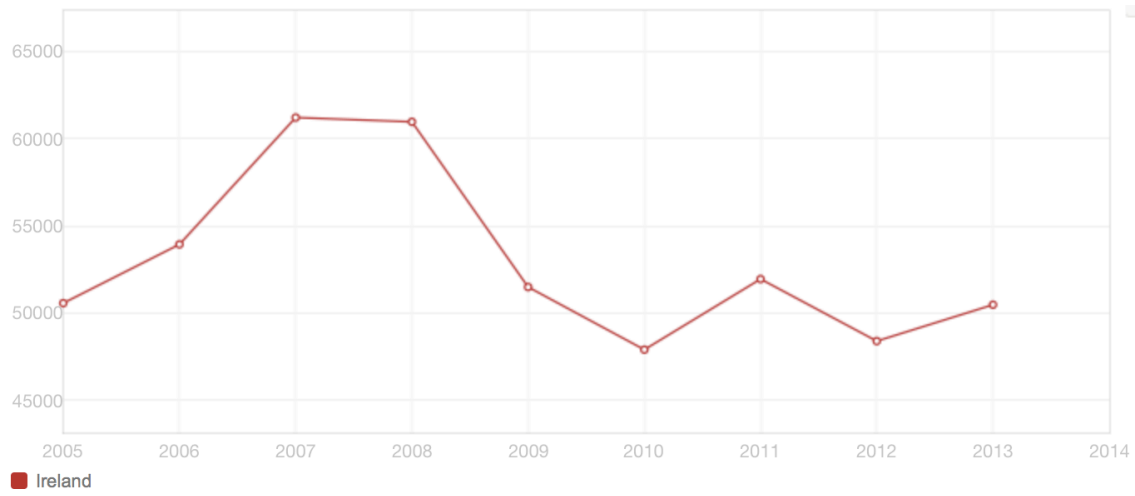


Figure 2: Income Inequality

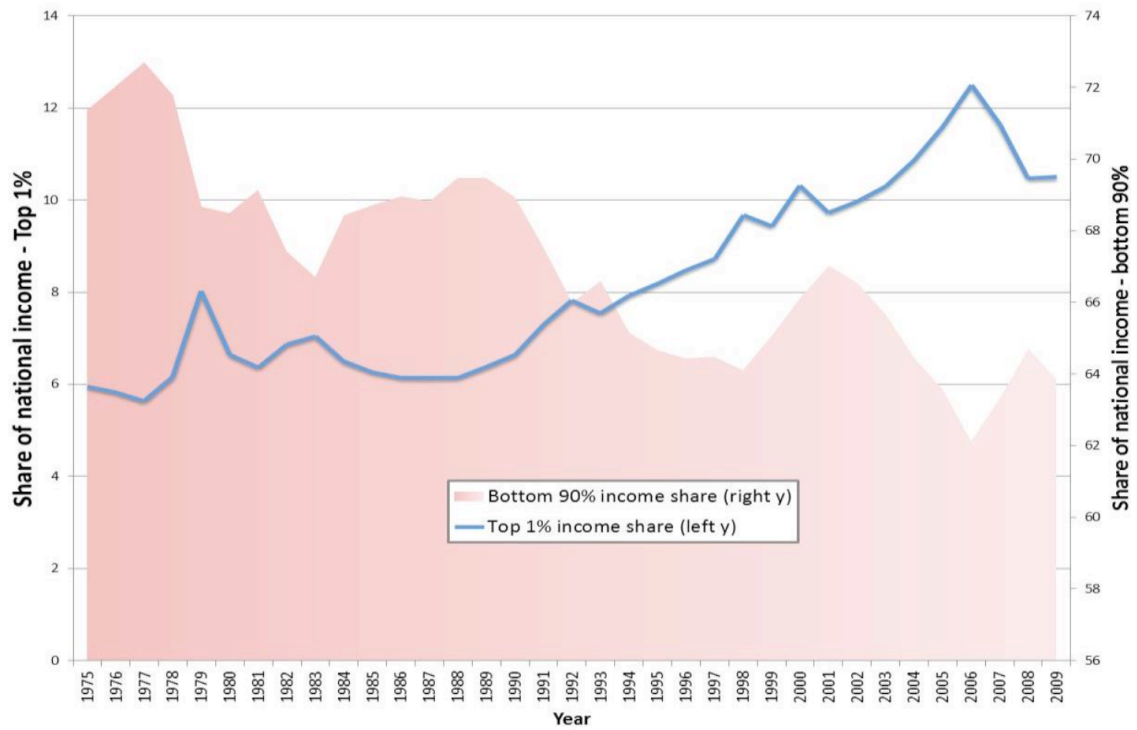


Figure 3: Target Market

Age at start of marriage and educational attainment	Percent of marriages ongoing at 46th birthday	Percent of marriages ending in divorce	Percent of marriages ongoing			
			After 2 years	After 5 years	After 10 years	After 15 years
Ages 15 to 46	57.7	43.1	91.5	80.6	69.0	62.6
Less than a high school diploma	47.3	52.8	87.4	76.1	63.2	55.2
High school graduate, no college	54.0	46.7	90.5	78.4	65.8	58.9
Some college or associate's degree	54.9	45.7	91.0	78.9	66.6	59.6
Bachelor's degree or higher	71.8	29.6	95.5	88.1	79.5	75.1
Ages 15 to 22	41.0	58.4	89.4	74.9	60.5	50.9
Less than a high school diploma	31.3	68.8	87.7	72.4	55.6	45.9
High school graduate, no college	42.4	57.2	88.6	74.2	60.5	51.3
Some college or associate's degree	38.3	60.0	89.0	73.9	58.5	47.3
Bachelor's degree or higher	53.6	46.6	94.3	82.0	70.0	62.4
Ages 23 to 28	57.6	43.1	91.9	81.9	69.7	62.2
Less than a high school diploma	44.0	54.1	84.0	76.5	62.4	50.4
High school graduate, no college	51.1	49.9	90.1	78.7	64.5	56.0
Some college or associate's degree	55.1	45.6	91.9	79.3	66.7	59.4
Bachelor's degree or higher	70.1	31.3	96.0	88.5	79.2	73.9
Ages 29 to 34	65.2	36.2	92.0	82.1	70.0	65.5
Less than a high school diploma	54.3	43.9	88.6	75.0	61.2	54.3
High school graduate, no college	59.7	42.6	91.5	79.1	65.4	60.0
Some college or associate's degree	60.5	40.6	90.2	79.5	66.1	61.0
Bachelor's degree or higher	78.4	23.4	94.8	89.6	80.9	78.4
Ages 35 to 40	79.9	23.4	94.7	86.3	79.9	—
Less than a high school diploma	77.5	30.7	87.9	81.1	77.5	—
High school graduate, no college	77.4	25.1	96.2	86.0	77.4	—
Some college or associate's degree	77.6	25.8	94.5	84.7	77.6	—
Bachelor's degree or higher	87.8	13.4	96.8	91.6	—	—
Ages 41 to 46	92.1	10.5	93.7	—	—	—
Less than a high school diploma	90.4	9.1	92.6	—	—	—
High school graduate, no college	90.5	8.4	92.5	—	—	—
Some college or associate's degree	93.1	13.9	93.5	—	—	—
Bachelor's degree or higher	94.5	10.6	96.7	—	—	—

NOTE: EVERYTHING AFTER YEAR 3 IS PROJECTED

Figure 4

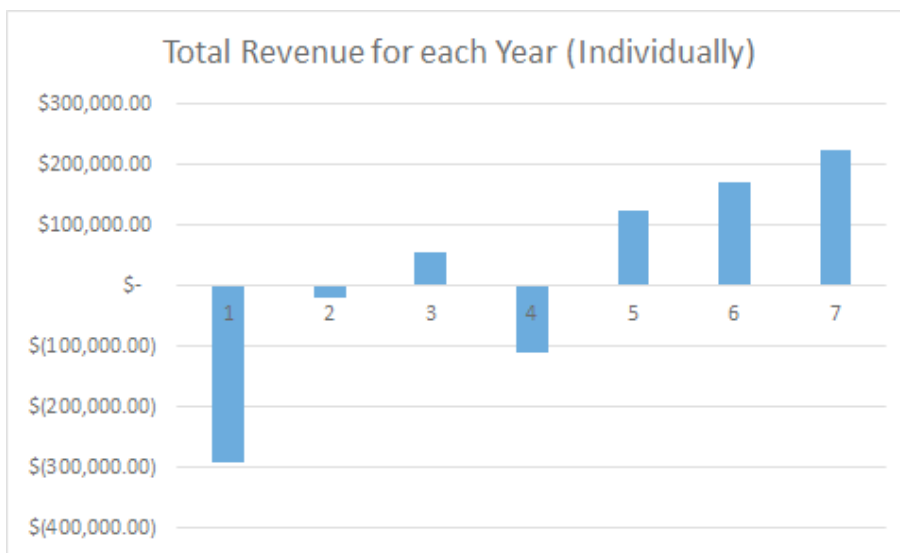


Figure 5

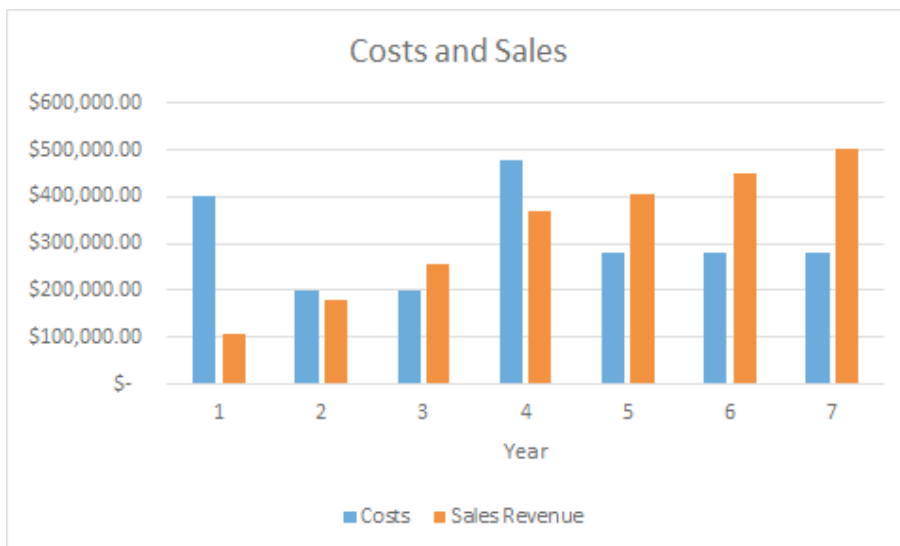


Figure 6

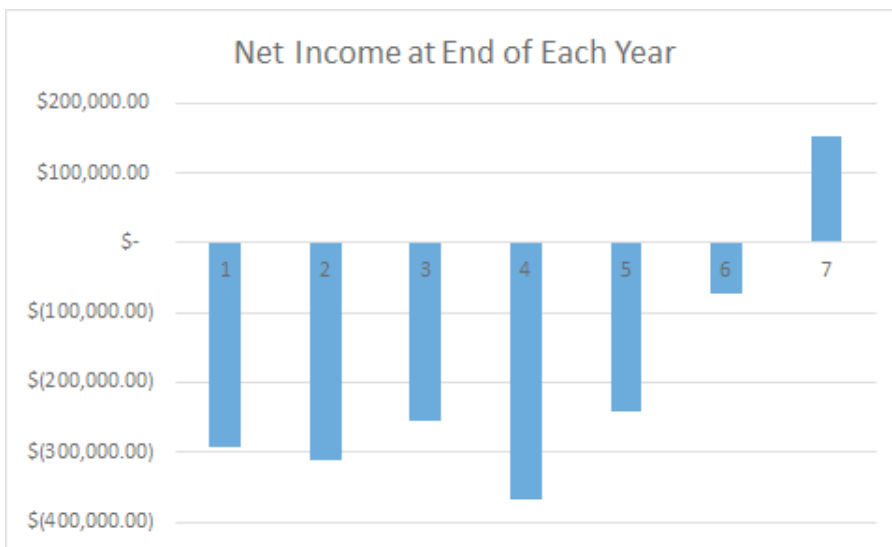


Figure 7

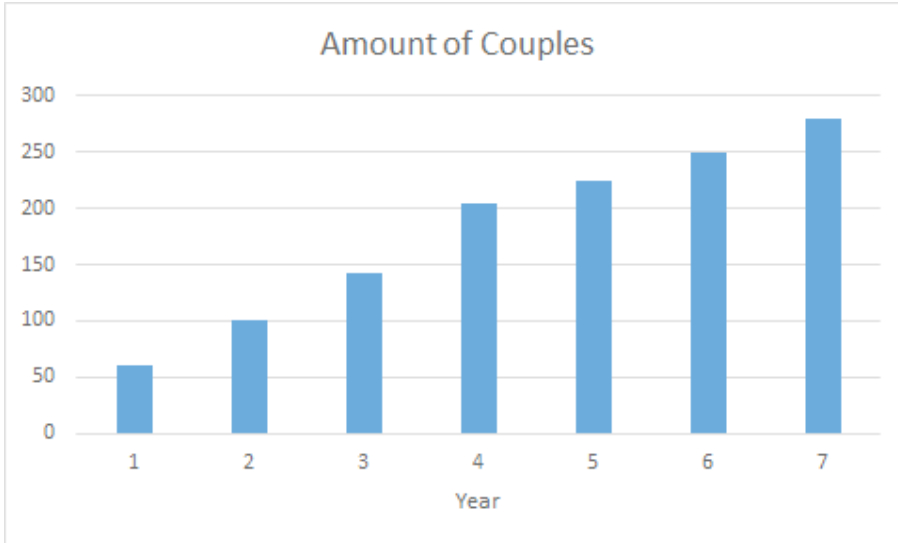
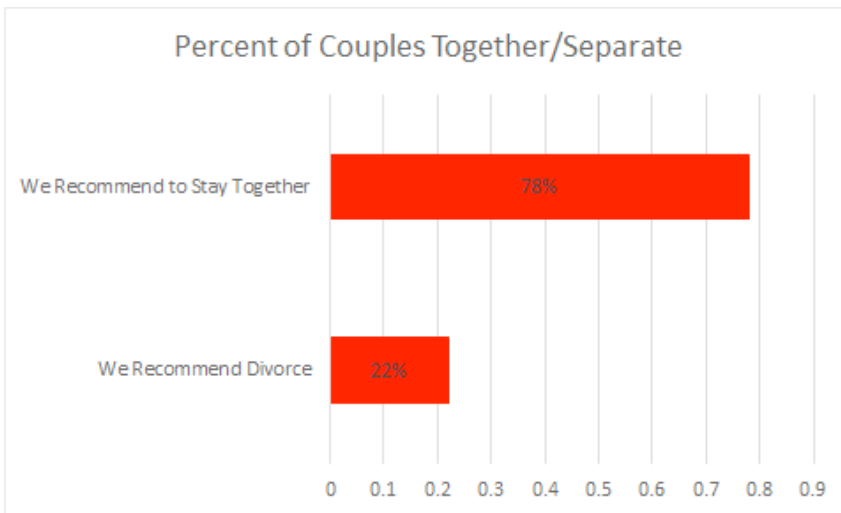


Figure 8

Year	Costs	Sales Revenue	Total Revenue per Year	Net Income	Amount of Couples per year
1	\$ 400,000.00	\$ 108,000.00	\$ (292,000.00)	\$ (292,000.00)	60
2	\$ 200,000.00	\$ 180,000.00	\$ (20,000.00)	\$ (312,000.00)	100
3	\$ 200,000.00	\$ 255,600.00	\$ 55,600.00	\$ (256,400.00)	142
4	\$ 480,000.00	\$ 369,000.00	\$ (111,000.00)	\$ (367,400.00)	205
5	\$ 280,000.00	\$ 405,000.00	\$ 125,000.00	\$ (242,400.00)	225
6	\$ 280,000.00	\$ 450,000.00	\$ 170,000.00	\$ (72,400.00)	250
7	\$ 280,000.00	\$ 504,000.00	\$ 224,000.00	\$ 151,600.00	280
Totals	\$ 2,120,000.00	\$ 2,271,600.00	\$ 151,600.00		

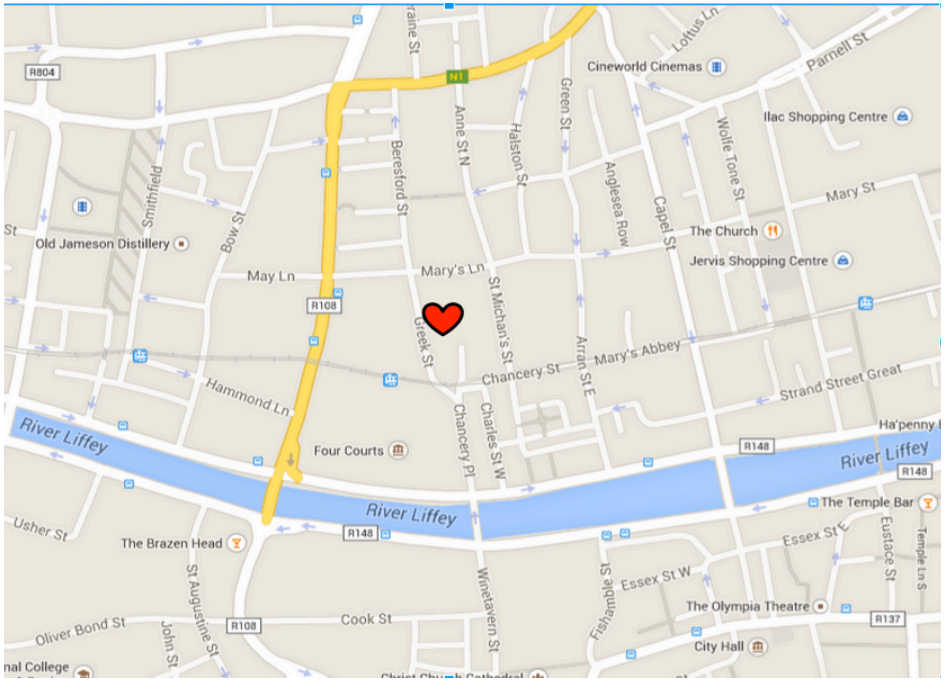
Figures 9



Ireland:



Where We Are (Dublin):



Where We Want To Be (Limerick):

