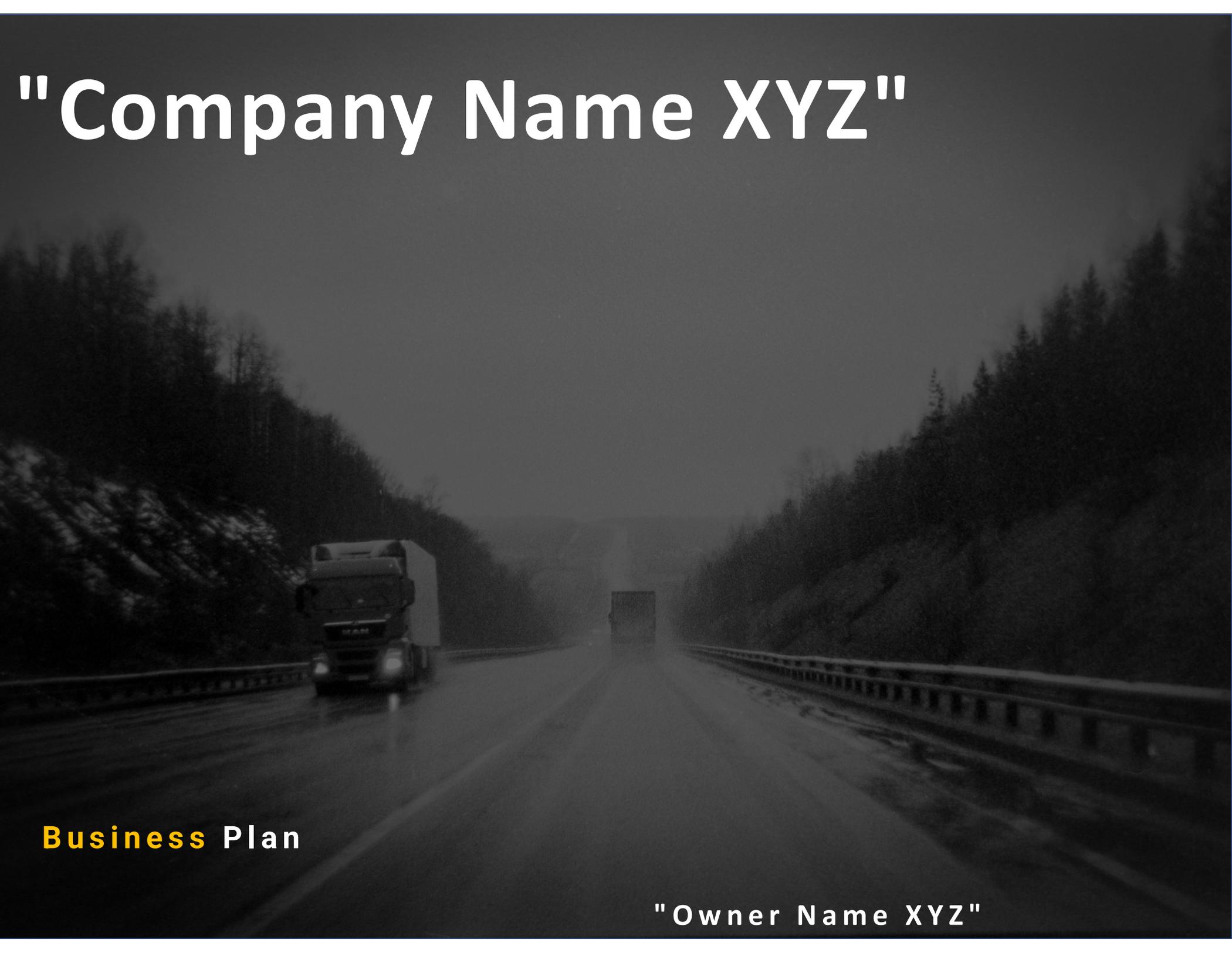


"Company Name XYZ"



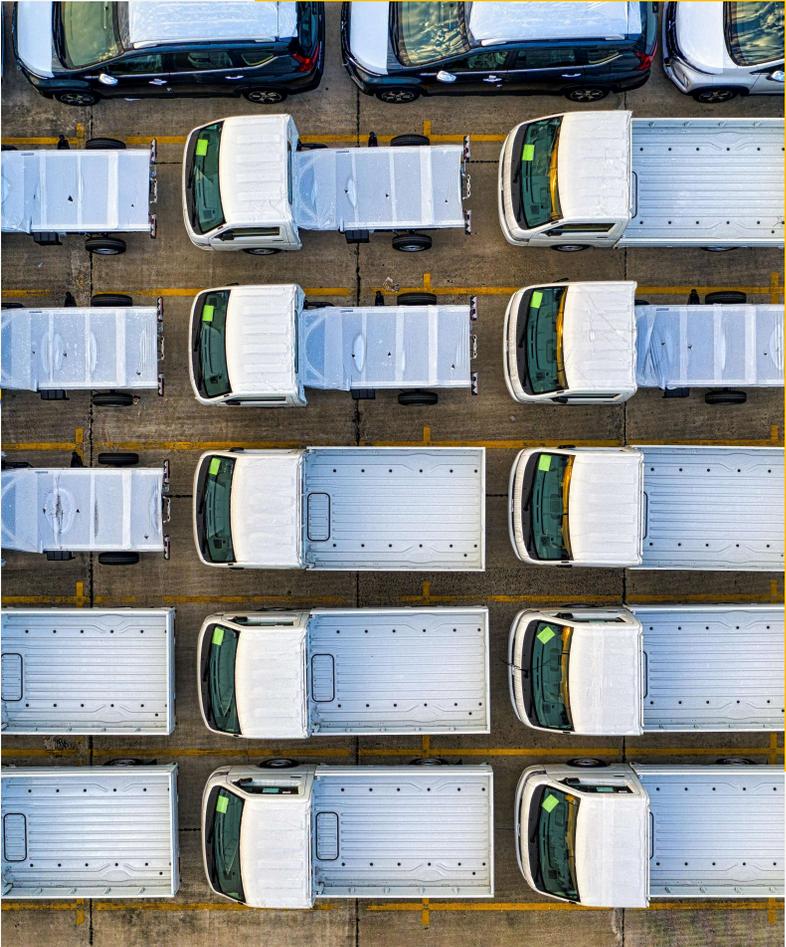
Business Plan

"Owner Name XYZ"

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CPA OUTSOURCING



Purpose Of Business Plan



The purpose of this E-2 business plan is to establish "Company Name XYZ" as a viable and profitable business that meets the E-2 Investor Visa requirements. The plan outlines the company's business operations, financial growth, market potential, and job creation strategy, demonstrating its ability to contribute to the U.S. economy while ensuring long-term sustainability. By providing detailed insights into the investment structure, revenue model, and expansion plans, this document proves that the business is more than marginal and has the potential to generate consistent revenue and employment opportunities.

"Company Name XYZ" operates in the U.S. trucking industry, addressing a critical demand for long-haul and dedicated lane transportation services. The company leverages its experience, asset-based operations, and strategic partnerships to optimize routes, reduce costs, and enhance service reliability. With a focus on direct shippers and dedicated lanes, the business ensures a steady flow of revenue while maintaining an efficient fleet. The company's competitive advantage lies in its ability to manage costs, maintain high-quality equipment, and secure long-term contracts with Mexican and U.S. manufacturers, particularly in the Laredo, TX, and San Antonio region.

A significant portion of the investment has already been made, with over \$400,000 in capital contributions and bank loans allocated toward truck acquisitions, maintenance, and operational expenses. The five-year growth strategy includes fleet expansion from 3 to 25 trucks, hiring key personnel such as dispatchers and operations managers, and securing a dedicated yard and warehouse facility. The financial projections indicate steady revenue growth, increased profit margins, and scalability, supporting the company's commitment to economic growth and job creation.

By demonstrating a well-structured business strategy, financial feasibility, and a clear expansion roadmap, this plan strengthens the E-2 visa application, ensuring compliance with investment and operational requirements.

Executive Summary

The Market

The Local Freight Trucking industry in the US has experienced steady growth, driven by increasing e-commerce activity, supply chain optimization, and technological advancements. However, the industry faces significant challenges, including regulatory pressures, rising fuel costs, labor shortages, and growing competition from alternative transportation methods. Industry revenue has surged at a 6.1% CAGR from 2020 to 2025, reaching an estimated \$99.4 billion in 2025. However, growth is expected to slow to 1.4% CAGR from 2025 to 2030, reaching \$106.5 billion. The number of employees has increased by 5.1% annually from 2020 to 2025, reaching 638,000 workers. A further increase of 2.5% CAGR is expected from 2025 to 2030. Despite rising costs and regulatory challenges, the Local Freight Trucking industry will continue to play a crucial role in the supply chain, particularly for short-distance, high-frequency deliveries. The industry's ability to adapt to digitalization, invest in intermodal transport, and manage regulatory changes will determine its long-term profitability and sustainability.

Goals

- Expand Fleet Operations – Grow from 3 to 25 trucks over the next five years, ensuring increased capacity and optimized logistics efficiency.
- Secure Dedicated Lanes – Establish long-term contracts with direct shippers in the U.S. and Mexico, focusing on profitable and consistent freight routes.
- Enhance Operational Efficiency – Implement drop & hook strategies, GPS tracking, and electronic logging devices (ELD) to maximize productivity and reduce downtime.
- Increase Revenue & Profitability – Maintain an average sales rate of \$2.00-\$2.50 per mile, optimize operational costs, and improve financial sustainability.
- Create Employment Opportunities – Hire operations managers, dispatchers, and additional CDL drivers as the company scales, contributing to local job creation.
- Establish a Company Yard & Maintenance Hub – Secure a dedicated facility for fleet management, warehousing, and in-house truck maintenance to improve service quality and cost control.



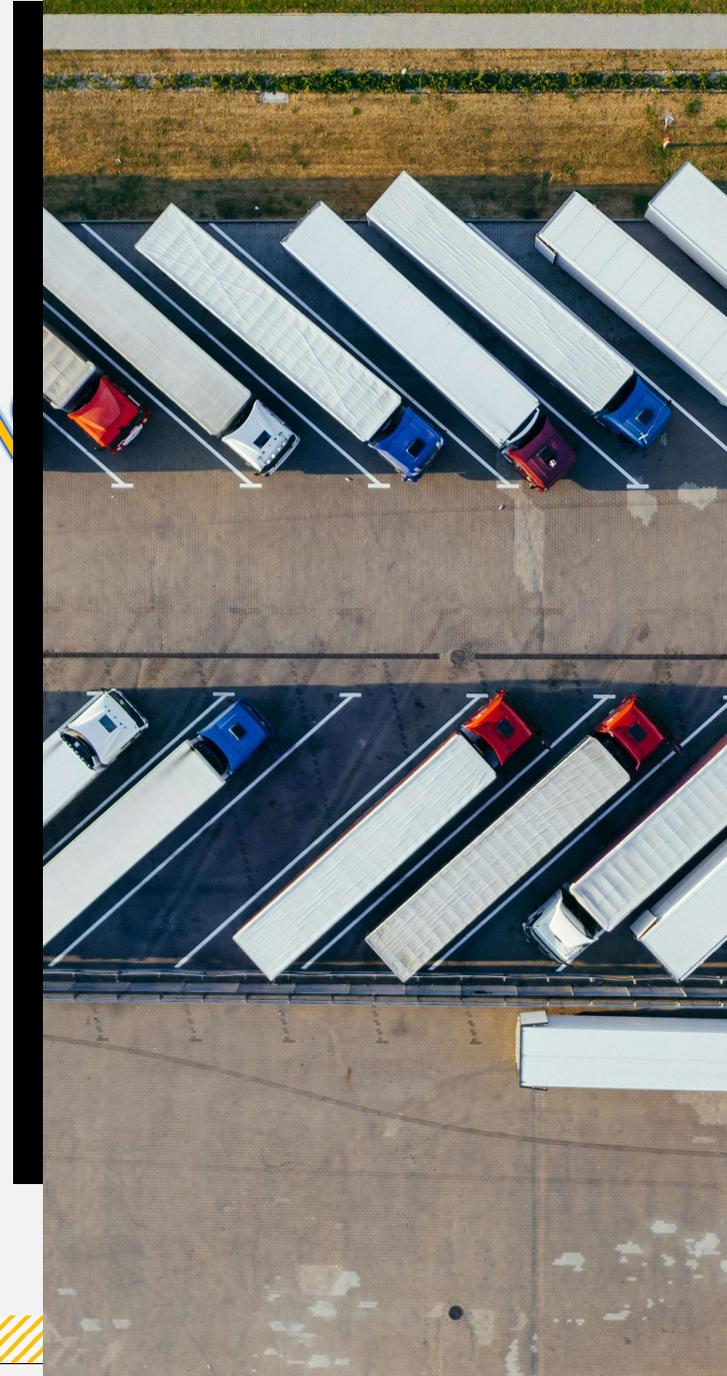
Executive Summary

Business Model

"Company Name XYZ" operates as an asset-based trucking company specializing in long-haul and dedicated lane transportation services across the United States and Mexico. The company focuses on securing direct shipping contracts, ensuring high fleet utilization, and maintaining cost-efficient operations. By leveraging experienced CDL drivers, GPS tracking, and drop & hook strategies, the business maximizes efficiency while minimizing delays. Additionally, its sister company, Balsa Logistics LLC, provides freight brokerage support, helping secure high-value loads and increasing revenue potential. The company is structured as a Limited Liability Company (LLC) and is equally owned by "Owner Name XYZ" (33.33%), who oversees sales, operations, and fleet management; "Owner Name XYZ" Gonzalez (33.33%), responsible for financial planning, administration, and billing; and "Owner Name XYZ" (33.33%), who manages truck maintenance and local operations. Headquartered in Laredo, TX, a key hub for cross-border trade, "Company Name XYZ" aims to expand its fleet from 3 to 25 trucks over the next five years, securing dedicated lanes and enhancing operational efficiency.

Strengths and Benefits to the Economy

- Job Creation – "Company Name XYZ" will hire operations managers, dispatchers, CDL drivers, and administrative staff, contributing to local employment growth.
- Increased Trade Efficiency – By securing dedicated lanes and direct shipping contracts, the company enhances the U.S.-Mexico supply chain, supporting businesses that rely on efficient transportation.
- Revenue Generation – The company's projected growth from 3 to 25 trucks will result in increased tax contributions, local business engagement, and economic stimulation.
- Support for Local Businesses – "Company Name XYZ" will utilize local truck suppliers, repair shops, fuel stations, and warehousing services, driving economic activity in the Laredo, TX area.
- Infrastructure Investment – The planned acquisition of a company-owned yard and maintenance hub will enhance logistics operations and contribute to regional economic development.
- Enhanced Supply Chain Stability – By addressing carrier shortages and optimizing freight routes, the company strengthens the transportation industry, ensuring businesses receive goods on time and at competitive rates.



Executive Summary

The Management

"Owner Name XYZ" – Co-Owner & Operations Director

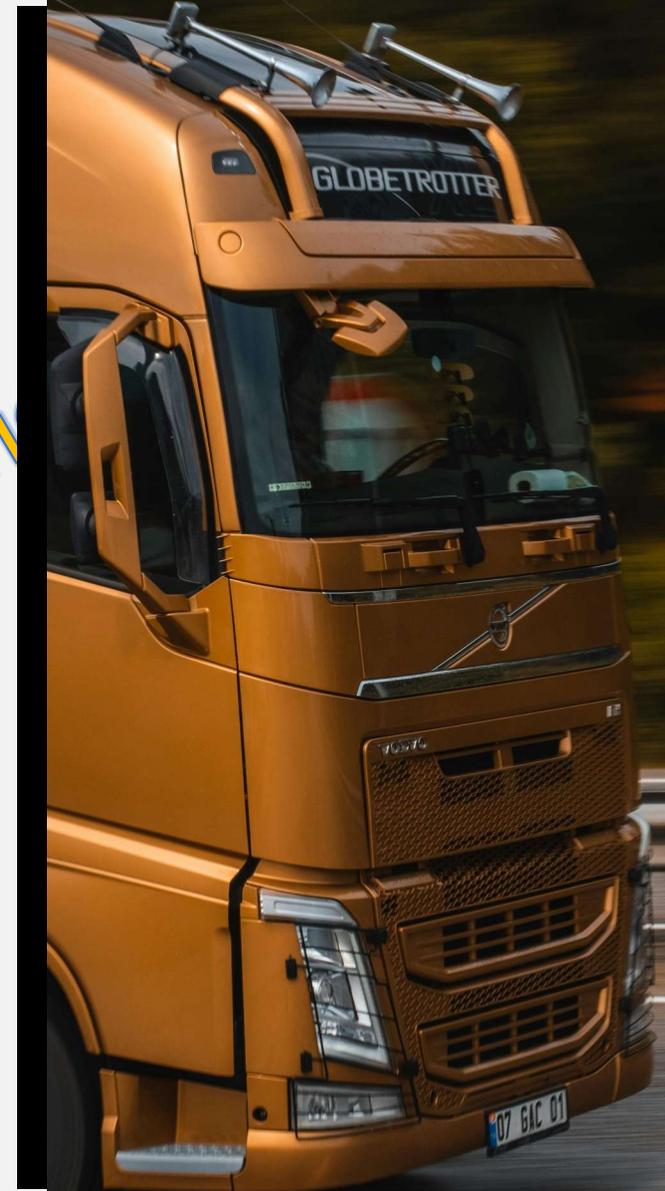
"Owner Name XYZ" brings extensive experience in supply chain management, logistics operations, and business development. As a co-owner of "Company Name XYZ", he oversees fleet management, sales, and operational strategy, ensuring efficiency and profitability. With over 18 years in international freight, including roles at Balsa Logistics LLC and FedEx Freight, he has developed expertise in negotiation, dispatch, load management, and cost control. His leadership ensures that the company secures profitable shipping contracts while maintaining high standards in service delivery and compliance.

"Owner Name XYZ" Gonzalez – Co-Owner & Finance Director

"Owner Name XYZ" Gonzalez is responsible for financial planning, administration, and billing at "Company Name XYZ". His expertise in financial management and cost control plays a crucial role in maintaining sustainable growth and optimizing the company's resources. He ensures that investments, loan structures, and revenue streams align with the company's long-term expansion plans. His role is essential in securing funding, managing cash flow, and ensuring compliance with U.S. financial regulations.

"Owner Name XYZ" – Co-Owner & Maintenance Director

"Owner Name XYZ" manages truck maintenance and local operations, ensuring that the fleet remains in optimal condition for continuous service. He supervises vehicle inspections, repairs, and compliance with FMCSA safety regulations, reducing downtime and improving efficiency. His strategic oversight ensures that the company operates a well-maintained, reliable fleet, which is essential for securing long-term contracts and customer trust.



Executive Summary

Key Financial Metrics

Particulars	UOM	Year 1	Year 2	Year 3	Year 4	Year 5
Total Trucks & Trailers (H1- Jan - Jun)	No. of Trucks/Trailers	4	10	15	23	30
Total Trucks & Trailers (H2- Jul - Dec)	No. of Trucks/Trailers	7	12	19	26	33
Average Price Per Mile						
Average Miles Driven per Month per Truck/Trailer		12,000	12,000	12,000	12,000	12,000
Revenue Per Mile	\$	2.15	2.25	2.30	2.36	2.50
Revenue Type - % Breakdown						
Revenue from Truck Loads		73%	68%	68%	69%	70%
Revenue from Trailers		27%	32%	32%	31%	30%
Financials						
Revenue	\$	1,702,800	3,558,852	5,637,545	8,327,815	11,349,622
OE	\$	1,323,000	2,676,287	4,236,094	6,327,996	8,416,863
Gross Profit	\$	379,800	882,565	1,401,451	1,999,819	2,932,759
SGA	\$	349,028	415,698	487,285	574,876	663,337
Net Profit	\$	30,772	466,867	914,166	1,424,944	2,269,422
Assets	\$	414,772	601,805	1,014,088	1,683,360	2,776,471
Liability	\$	200,000	160,000	120,000	80,000	40,000
Equity	\$	214,772	441,805	894,088	1,603,360	2,736,471
Closing Cash	\$	282,772	338,805	573,088	1,127,360	2,168,471

CPA OUTSOURCING SERVICES

Market Research

Industry Performance

Local freight truckers have enjoyed predominantly favorable conditions for top-line growth. Companies have increasingly adopted digital tools, such as sensors and cloud computing, to improve operational efficiency and optimize delivery routes. This period also witnessed substantial investment in intermodal transportation, as many truckers integrated their services with rail networks to offset competition and reduce fuel costs. However, the sector faced challenges with a structural driver shortage and high turnover rates, especially among large fleets. Rising consumer spending and confidence boosted manufacturing activity, which increased demand for truckers to carry input materials and finished products. Still, high interest rates have limited freight volumes for truckers carrying industrial products in 2023 and 2024. Revenue has climbed for local freight truckers despite the macroeconomic volatility, illustrating their established and resilient position in the US economy. Industry revenue has surged at a CAGR of 6.1% to an estimated \$99.4 billion through the end of 2025, including a 1.1% expansion in 2025.

Revenue

\$99.4 Billion

2025

\$106.5 Billion

2030

CSERVICES

The pressure from interest rates has led to a dip in revenue in 2023, particularly as manufacturing activities slowed down amidst cooling demand in key end-user sectors such as construction and mining. Meanwhile, regulatory changes are placing increased pressure on the industry, with new mandates from the EPA and NHTSA set to bring up operational and compliance costs. Trucking companies are also contending with the potential implications of speed limit regulations under consideration by the FMCSA. Rising fuel prices amid returning travel and lessened global supply allowed trucking companies to implement fuel surcharges to compensate for heightened input costs. Still, the industry's competitive nature doesn't allow truckers to fully pass rising costs downstream, forcing them to absorb a portion of the spikes in costs, which continued to pressure profit through the end of the period.

Rising consumer spending and increased e-commerce activity are poised to boost demand for local freight services, creating opportunities for growth. As the industry continues to adapt to regulatory pressures, companies will need to invest in new technologies to meet emission standards and potentially transition to hydrogen or electric-powered trucks. However, these changes are projected to increase costs, pressuring profitability across the sector. Additionally, the continued push for vertical integration among large corporations and the growing competition from rail transport will present additional challenges. Despite these headwinds, the industry's ability to integrate intermodal solutions and enhance its operational efficiency is expected to position local freight truckers for sustainable growth through 2030. Revenue for local freight truckers is set to climb at a CAGR of 1.4% to an estimated \$106.5 billion over the five years through 2030.

Market Research

Current Performance

Digitalization and Technological Advancements

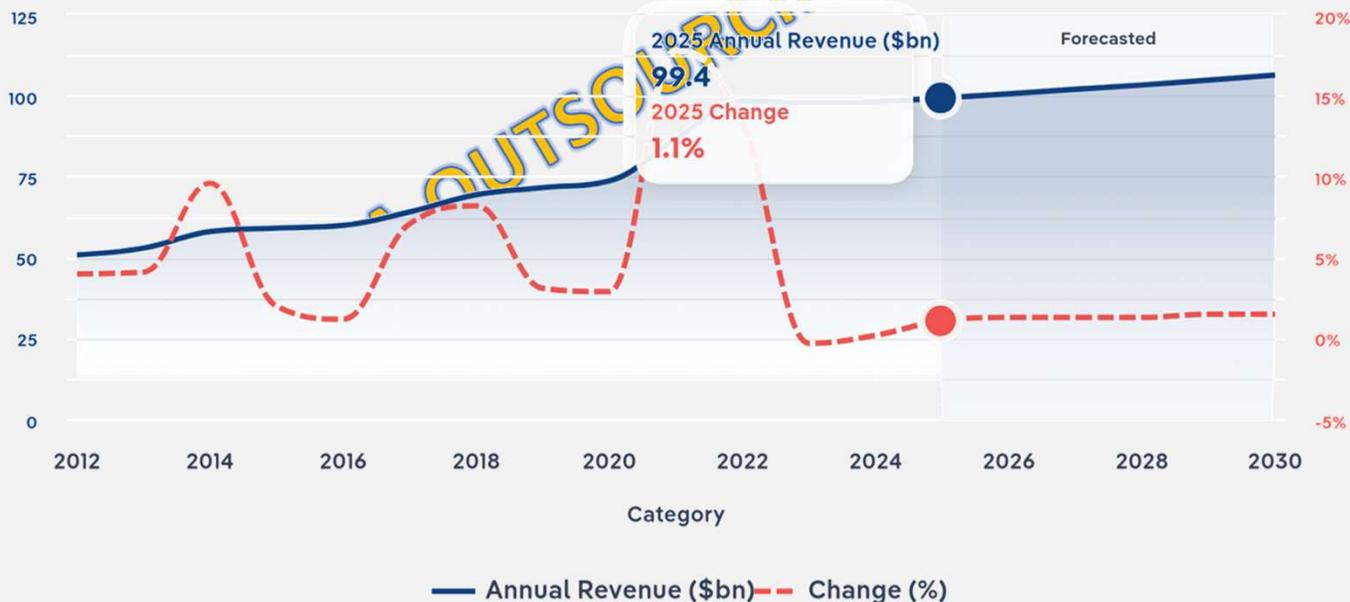
The trucking industry is rapidly digitalizing, with companies investing in sensor technology, cloud computing, and fleet optimization tools. Many businesses are integrating automated dispatch systems and real-time tracking, improving efficiency and reducing fuel costs. Large industry players like JB Hunt and Schneider National are heavily investing in intermodal solutions to enhance operational efficiency and reduce reliance on traditional trucking routes.

Driver Shortages and Workforce Challenges

The industry continues to struggle with driver shortages, with an estimated 110,000 truckers needed annually to meet growing demand. While local freight trucking faces fewer retention issues compared to long-haul trucking, the sector is still affected by high turnover rates. Large fleets report turnover rates of 73% to 78%, driven by demanding work conditions and wage competition.

Revenue

Total value (\$) and annual change from 2012 - 2030. Includes 5-year outlook.



Sources:

IBIS Report Local Freight Trucking in the US - Market Research Report (2014-2029) <https://www.ibisworld.com/united-states/industry/local-freight-trucking/1149/>

Market Research

Industry Life Cycle

Contribution to GDP

Freight trucking typically expands at a slower rate than the broader GDP, indicating the industry's maturity. However, during periods of sudden demand spikes, trucking services experience short-term revenue surges, causing the current Industry Value Added (IVA) to temporarily exceed the trend growth of the US GDP.

Market Saturation

The local trucking market is highly saturated. A significant influx of new entrants in response to the stimulus-fueled spending wave of 2022 has led to overcapacity in the industry. This oversupply of trucking services is expected to continue through 2024, ultimately slowing down the entry of new enterprises over the next decade.

Innovation

Most innovation in the industry occurs at the manufacturing level, focusing on fuel-efficient engines, low-resistance tires, and the development of electric trucks. Additionally, trucks are increasingly being equipped with sensors and cameras, making the industry more digitalized and data-driven. Technology companies are also experimenting with autonomous driving software, which has the potential to revolutionize the transportation sector in the future.

CPA OUTSOURCING SERVICE

Sources:

IBIS Report Local Freight Trucking in the US - Market Research Report (2014-2029) <https://www.ibisworld.com/united-states/industry/local-freight-trucking/1149/>



Market Research

How Are the Industry's Products and Services Performing?

Intermodal Transportation Growth

The increased use of intermodal transportation is reshaping the local freight trucking industry. Standardized intermodal containers allow goods to be seamlessly transported across multiple modes (trucks, railroads, and ships), reducing operating costs and improving efficiency. As fuel prices remain volatile, many companies are shifting to rail transport for long-distance shipments, while local freight truckers handle first- and last-mile deliveries. Investments by companies like Knight-Swift and JB Hunt indicate that intermodal transport will continue expanding through 2030.

Truckload Segment Stability

The truckload (TL) segment, which involves full-truck shipments from a single shipper, continues to be a critical part of the US economy. Large retailers and manufacturers still rely on TL trucking, though its growth is slowing due to increased reliance on intermodal and less-than-truckload (LTL) alternatives. Despite this, major retailers like Walmart and Pepsi continue to use third-party TL carriers, ensuring that this segment remains a key revenue driver.

Dry-Bulk Transportation Challenges

The dry-bulk segment, which transports commodities like coal, iron, grain, and construction materials, has faced headwinds due to declining construction activity. Higher borrowing costs and economic slowdowns have reduced demand for bulk materials, leading to stagnation in dry-bulk transportation services. However, shortline railroads, which specialize in bulk freight, pose growing competition to local trucking in this segment.

Rising Popularity of Less-Than-Truckload (LTL) Services

The LTL market is expanding, driven by e-commerce growth, just-in-time (JIT) inventory practices, and demand for smaller, frequent shipments. LTL carriers consolidate multiple shipments from different customers into a single truck, optimizing space and reducing costs. Technological advancements, including real-time tracking and automated load balancing, have further enhanced LTL efficiency. As businesses continue to reduce inventory costs and prioritize fast, flexible deliveries, LTL services will play an increasingly crucial role in the supply chain.

Sources:

IBIS Report Local Freight Trucking in the US - Market Research Report (2014-2029) <https://www.ibisworld.com/united-states/industry/local-freight-trucking/1149/>



Market Research

How Are the Industry's Products and Services Performing?

Integration of Value-Added Services

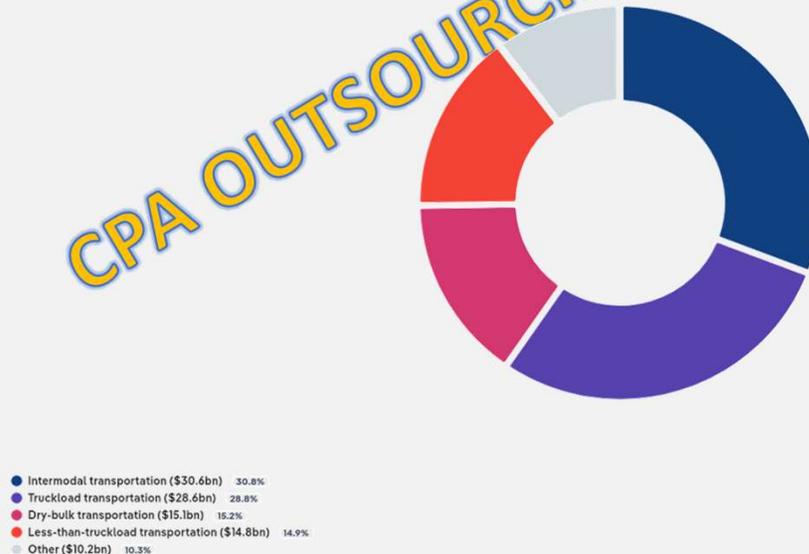
Larger trucking companies are expanding into logistics, planning, and warehousing services to diversify revenue streams. Some companies now provide real-time shipment tracking, temperature monitoring for perishables, and enhanced customer analytics. As consumer spending grows and supply chains become more complex, these value-added services will continue to drive profitability and industry differentiation.

Innovation and Future Outlook

Technological advancements, including AI-driven route optimization, electric vehicle adoption, and digital freight platforms, are transforming the local freight trucking industry. Companies that invest in automation, sustainability, and supply chain integration will remain competitive, while traditional trucking firms may struggle with rising costs and regulatory pressures.

Products & Services Segmentation

Industry revenue in 2025 broken down by key product and service lines.



Sources:

IBIS Report Local Freight Trucking in the US - Market Research Report (2014-2029) <https://www.ibisworld.com/united-states/industry/local-freight-trucking/1149/>

Market Research

Major Market Segmentation

Retail and E-Commerce (35%)

The largest market segment for local freight trucking is retail and e-commerce, driven by the rise of online shopping and just-in-time (JIT) inventory models. Retailers such as Amazon, Walmart, and Target depend on high-frequency, last-mile delivery services to fulfill customer orders efficiently. The growth of same-day and next-day delivery expectations has further increased demand for localized trucking solutions. As e-commerce continues to expand, this segment is expected to remain a key revenue driver for the industry.

Manufacturing and Industrial Goods (25%)

Manufacturers rely heavily on local freight trucking to transport raw materials, components, and finished products between production facilities, warehouses, and distribution centers. Industries such as automotive, electronics, and heavy machinery require timely and reliable trucking services to ensure smooth operations. Although global supply chain disruptions have impacted this segment, domestic manufacturing activity remains strong, supporting continued demand for local trucking services.

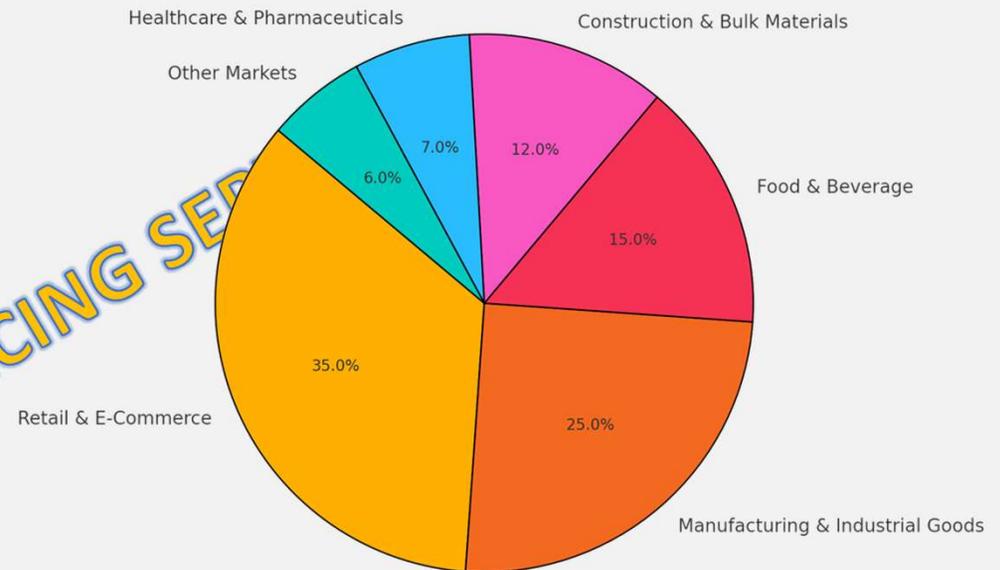
Food and Beverage (15%)

The transportation of perishable goods, frozen foods, and beverages requires specialized refrigerated trucks to maintain product quality. Supermarkets, restaurants, and food suppliers depend on daily deliveries to ensure fresh inventory. Additionally, the rise of meal kit services and online grocery shopping has created new opportunities for short-haul trucking. As consumer demand for organic and specialty foods grows, this segment is expected to see continued expansion.

Construction and Bulk Materials (12%)

The construction industry is a significant consumer of local freight trucking, relying on it for the transport of building materials, cement, lumber, steel, and heavy machinery. Although higher interest rates have slowed real estate development, government infrastructure projects and commercial construction continue to drive demand. Local freight trucking plays an essential role in regional supply chains, ensuring materials arrive at job sites on time to prevent costly delays.

Market Segmentation in Local Freight Trucking Industry



Business Model

The Entity

"Company Name XYZ" is a Texas-based limited liability company (LLC) specializing in long-haul trucking and freight transportation services across the United States and Mexico. The company was established in 2015 as a freight brokerage before transitioning into an asset-based carrier in 2019. It focuses on dedicated lane services and full truckload (FTL) freight, addressing growing demand in the transportation sector while maintaining operational efficiency and cost control. The company operates with a customer-centric approach, leveraging drop & hook strategies, GPS tracking, and electronic logging devices (ELD) to optimize logistics and enhance fleet performance.

The business is equally owned (33.33%) by three partners with extensive industry expertise. "Owner Name XYZ" oversees operations and sales, ensuring fleet utilization and revenue growth. "Owner Name XYZ" Gonzalez is responsible for financial management and administration, maintaining financial stability and strategic resource allocation. "Owner Name XYZ" manages truck maintenance and local operations, ensuring the fleet remains in optimal condition to meet regulatory requirements. The company operates from Laredo, TX, a strategic location for cross-border trade and freight movement between the U.S. and Mexico.

"Company Name XYZ" has invested approximately \$400,000 in fleet acquisition, maintenance, and operational infrastructure. The company plans to expand systematically, growing from 3 to 25 trucks over five years. The projected fleet expansion includes increasing from 3 to 7 trucks in 2025, 11 trucks in 2026, 15 trucks in 2027, 19 trucks in 2028, and 25 trucks by 2029. The company's funding strategy includes personal investments from owners, bank loans, and reinvested revenue, ensuring long-term financial sustainability.

By securing direct shipping contracts, optimizing fleet utilization, and expanding its asset base, "Company Name XYZ" is well-positioned for sustainable growth. The company's strategic expansion and job creation plans contribute to the U.S. economy, aligning with the requirements for E-2 visa approval. With a clear business model, scalable growth strategy, and competitive advantage, "Company Name XYZ" presents a compelling case as a thriving investment opportunity in the U.S. trucking industry.



Business Model

Vision: Mission: Goals



✓ Vision

To build a trusted and sustainable transportation network that enhances cross-border trade, fosters economic growth, and creates long-term employment opportunities. Through continuous investment in technology, safety, and fleet expansion, "Company Name XYZ" aspires to set new industry standards while contributing to the evolution of the trucking and logistics sector.

✓ Mission

To deliver superior logistics services through strategic partnerships, advanced technology, and an experienced workforce. By ensuring on-time deliveries, optimized routes, and high-quality customer service, we aim to support businesses in meeting their supply chain demands while maximizing operational efficiency.

✓ Goals

- Expand Fleet Operations – Grow from 3 to 25 trucks over the next five years, ensuring increased capacity and optimized logistics efficiency.
- Secure Dedicated Lanes – Establish long-term contracts with direct shippers in the U.S. and Mexico, focusing on profitable and consistent freight routes.
- Enhance Operational Efficiency – Implement drop & hook strategies, GPS tracking, and electronic logging devices (ELD) to maximize productivity and reduce downtime.
- Increase Revenue & Profitability – Maintain an average sales rate of \$2.00-\$2.50 per mile, optimize operational costs, and improve financial sustainability.
- Create Employment Opportunities – Hire operations managers, dispatchers, and additional CDL drivers as the company scales, contributing to local job creation.
- Establish a Company Yard & Maintenance Hub – Secure a dedicated facility for fleet management, warehousing, and in-house truck maintenance to improve service quality and cost control.

Business Model

Product & Services



Full Truckload (FTL) Services

"Company Name XYZ" generates a significant portion of its revenue from full truckload (FTL) transportation, where the company provides dedicated freight solutions for businesses requiring an entire truck for their shipments. With a fleet expansion plan from 3 to 25 trucks over five years, FTL services will continue to be the primary source of revenue, with an average rate of \$2.00 to \$2.50 per mile.

Dedicated Lane Contracts

By securing long-term shipping agreements with manufacturers and distributors, the company ensures consistent and predictable revenue. Dedicated lanes offer stable pricing, reduced downtime, and optimized fleet utilization, making them a reliable income source. This approach strengthens customer relationships and enhances operational efficiency.

Cross-Border Freight Services

Leveraging its strategic location in Laredo, TX, the company facilitates U.S.-Mexico trade, a high-demand sector in the logistics industry. With direct access to Mexican exporters and U.S. importers, "Company Name XYZ" generates revenue by handling cross-border shipments, ensuring regulatory compliance, and offering seamless transit solutions.

Business Model

Beneficiaries Of "Company Name XYZ"



Shippers & Manufacturers

- U.S. and Mexican manufacturers gain reliable, cost-effective transportation for their goods.
- Companies with dedicated lanes benefit from on-time deliveries, reduced transit costs, and optimized logistics.
- Customers receive customized freight solutions, ensuring supply chain efficiency and cost predictability.



Local & Regional Economy

- The Laredo, TX economy benefits from increased business activity, infrastructure investment, and job creation.
- Local truck dealerships, repair shops, fuel stations, and suppliers gain revenue from servicing the growing fleet.



Government & Regulatory Bodies

- The U.S. government benefits from tax revenue generation, including corporate taxes, fuel taxes, and employment taxes.
- Compliance with FMCSA, DOT, and cross-border trade regulations ensures industry standards are upheld, contributing to safer and more reliable transportation networks.

Business Model

Strategic Partnerships for "Company Name XYZ"

Partner	Role & Contribution	Benefits to "Company Name XYZ"
U.S. & Mexican Manufacturers	Provides dedicated lane contracts and ensures steady freight movement.	Predictable revenue, reduced reliance on the spot market, and long-term growth.
Truck & Trailer Suppliers	Supplies new and used trucks, trailers, and fleet maintenance services.	Cost-effective fleet expansion and reduced maintenance downtime.
Fuel Stations & Logistics Hubs	Offers discounted fuel pricing and access to truck rest areas and maintenance facilities.	Lower operational costs, fuel efficiency, and enhanced driver convenience.
Technology & GPS Providers	Provides real-time GPS tracking, ELD compliance, and fleet management solutions.	Optimized logistics, improved customer service, and regulatory compliance.

Business Model

Operational And Business Strategies



Operational Strategies

- Fleet Expansion & Optimization – Gradually increase the fleet from 3 to 25 trucks over five years to meet growing transportation demand.
- Dedicated Lane Strategy – Secure long-term contracts with U.S. and Mexican manufacturers to ensure predictable revenue and optimize route efficiency.
- Driver Retention & Recruitment – Maintain a competitive compensation structure and efficient route planning to reduce driver turnover and attract skilled CDL operators.
- Technology Integration – Utilize GPS tracking, ELD compliance, and real-time fleet monitoring for enhanced safety, route optimization, and regulatory compliance.
- Cost Control & Expense Management – Optimize fuel efficiency, negotiate supplier contracts, and implement maintenance schedules to lower operational costs.
- Performance Monitoring & Continuous Improvement – Implement KPIs for fleet performance, delivery times, and cost-efficiency to continuously optimize operations and maintain profitability.
- Drop & Hook Operations – Implement drop & hook strategies to minimize wait times, maximize fleet utilization, and increase revenue per mile.
- Scalability & Market Expansion – Identify new geographic markets for expansion, including high-demand freight corridors in the U.S.
- Load Diversification Strategy – Balance freight contracts between FTL, LTL, and specialized freight to reduce dependency on a single revenue stream.
- Strategic Partnerships with Suppliers – Establish long-term relationships with truck manufacturers, fuel providers, and repair service providers to secure competitive pricing and uninterrupted service support.

SERVICE



Business Model

Operational And Business Strategies



Business Strategies

- Market Positioning as a Reliable Carrier – Establish "Company Name XYZ" as a trusted and efficient trucking company by maintaining high service quality and timely deliveries.
- Securing Long-Term Contracts – Focus on securing dedicated shipping agreements with manufacturers and distributors to ensure stable revenue and business sustainability.
- Strategic Use of Freight Brokerage Services – Leverage Balsa Logistics LLC to increase load opportunities, ensuring high fleet utilization and revenue maximization.
- Competitive Pricing Strategy – Maintain a flexible pricing model, adjusting rates based on market conditions, fuel costs, and freight demand.
- Financial Stability & Capital Investment – Utilize personal investments, bank loans, and reinvested revenue to fuel fleet expansion and infrastructure development.
- Compliance with Industry Regulations – Maintain strict compliance with FMCSA, DOT, and international freight regulations to avoid penalties and operational disruptions.
- Risk Management & Business Continuity Planning – Develop contingency strategies for economic downturns, fuel price fluctuations, and supply chain disruptions.
- Sustainability & Green Logistics Initiatives – Implement eco-friendly practices such as fuel-efficient driving programs, hybrid/electric truck integration, and carbon footprint reduction measures to align with global sustainability trends.

SERVICE



Business Model

Road Map

Year 1

- Secure additional funding and obtain the E2 Visa.
- Establish dedicated lanes with key shippers.
- Technology Integration: Implement GPS tracking, ELD compliance, and route optimization software.
- Strengthen cross-border trade with Mexican manufacturers.
- Hire an Operations Manager to streamline dispatch and logistics.
- Increase LinkedIn marketing and digital presence.

Year 2

- Invest in additional fuel efficiency measures for cost optimization.
- Onboard additional CDL drivers to handle growing truck operations.
- Fleet Expansion of both trucks and trailers.
- Introduce drop & hook operations to increase efficiency.
- Expand dedicated lane contracts with at least 5 direct shippers.

Year 3

- Invest in additional fuel efficiency measures for cost optimization.
- Onboard additional CDL drivers to handle growing truck operations.
- Strengthen fuel partnerships for bulk discounts.

Year 4 & 5

- Expand beyond Texas into high-demand freight corridors in the U.S.
- Implement sustainability initiatives (fuel-efficient trucks, green logistics).
- Strengthen cross-border logistics dominance by handling more Mexico-U.S. trade shipments.

CPA OUTSOURCING SERVICES



Business Model

SWOT Analysis



Strengths

- Asset-Based Carrier Model – Owning a fleet provides greater control over operations, pricing, and service quality compared to brokerage-only competitors.
- Experienced Leadership – Founders have extensive experience in trucking, freight brokerage, and logistics, ensuring effective business management.
- Strategic Location (Laredo, TX) – Positioned in one of the busiest U.S.-Mexico trade hubs, facilitating cross-border freight operations.
- Dedicated Lanes & Direct Shipper Contracts – Reduces reliance on the spot market, ensuring consistent revenue streams.
- Technology-Driven Operations – Investments in GPS tracking, ELD compliance, and load management software enhance fleet efficiency and regulatory compliance.



Opportunities

- Diversification of Services – Expanding into reefer (refrigerated) transport, warehousing, and transloading services will attract new customer segments.
- Advanced Technology Integration – AI-driven route planning, predictive maintenance, and automated load matching can optimize efficiency.



Weaknesses

- High Operational Costs – Fuel, truck maintenance, and regulatory compliance costs impact profit margins.
- Limited Brand Recognition – As a growing company, it lacks national brand recognition compared to larger logistics firms.
- Dependence on U.S.-Mexico Trade – Heavy reliance on cross-border freight contracts exposes the business to economic or political trade policy changes.



Threats

- Fluctuating Fuel Prices – Rising fuel costs significantly impact profit margins in trucking operations.
- Economic Downturns & Trade Policy Changes – Tariffs, regulatory restrictions, or economic recessions could affect cross-border freight demand.
- Supply Chain Disruptions – Truck shortages, equipment delays, or unexpected breakdowns can reduce operational efficiency.

Business Model

Competitors

Competitor	Key Services	How "Company Name XYZ" is Different
Werner Enterprises	FTL, dedicated lanes, cross-border trucking	Smaller, customer-focused operation with personalized service and flexibility in dedicated lanes. Lower overhead allows for more competitive pricing in niche markets.
Knight-Swift Transportation	FTL, brokerage, cross-border freight	More agile decision-making and better adaptability to customer needs. Stronger direct relationships with Mexican manufacturers, ensuring reliable contracts.
CFI (Contract Freighters, Inc.)	Cross-border trucking, FTL, logistics services	Asset-based U.S. carrier with a strategic partnership in Mexico (BALSA Logistics LLC), providing additional support and consistent loads.
PAM Transport	Dedicated lanes, long-haul trucking, U.S.-Mexico trade	Focused on dedicated lanes and a growing fleet with a lower-cost structure, providing competitive pricing for mid-sized shippers.
Celadon Group (TA Services Mexico)	Cross-border trucking, customs brokerage	More flexibility in truck scheduling and load selection. Utilizes drop & hook strategies and optimized fuel efficiency to increase profits.
Local Laredo-Based Carriers	Dedicated lanes, FTL, regional freight	More structured and scalable growth plan with advanced GPS tracking and real-time monitoring for better fleet optimization.

Business Model

Competitive Edge

Customer-Focused & Personalized Service

Unlike large carriers like Werner Enterprises and Knight-Swift Transportation, which handle thousands of shipments daily, "Company Name XYZ" offers a more personalized approach with direct communication and tailored solutions for shippers.

Dedicated Lanes for Reliable Shipments

Many large carriers operate on the spot market, leading to unpredictable pricing and service availability. "Company Name XYZ" focuses on dedicated lane contracts, ensuring stable, predictable revenue and consistent service for customers.

Strong U.S.-Mexico Trade Expertise

While companies like CFI and Celadon Group (TA Services Mexico) specialize in cross-border trucking, "Company Name XYZ" differentiates itself by leveraging its strategic partnership with Balsa Logistics LLC. This partnership allows for seamless customs support, faster freight movement, and direct manufacturer relationships.

Fleet Growth Strategy with Drop & Hook Optimization

Unlike local Laredo-based carriers, which have limited scalability, "Company Name XYZ" has a structured fleet expansion plan (3 to 25 trucks in five years). The company also implements drop & hook strategies, reducing loading/unloading time and increasing fleet productivity.

Lower Operational Costs & Competitive Pricing

Large trucking companies have higher overhead costs, which often lead to higher rates for shippers. "Company Name XYZ" operates with a leaner cost structure, allowing for competitive pricing while maintaining profitability.

Strong Industry Relationships & Freight Brokerage Support

Through Balsa Logistics LLC, "Company Name XYZ" has access to additional freight loads, ensuring higher fleet utilization and reduced empty miles, something not all competitors can offer.

Business Model

Competitors



Products

- Full Truckload (FTL) Services – Dedicated trucking for manufacturers and distributors.
- Cross-Border Freight Transportation – Specialized U.S.-Mexico trade logistics with customs clearance support.
- Dedicated Lanes – Pre-established routes for consistent, reliable shipments.



Price

- Competitive Rates – Pricing is based on cost-efficiency and fleet optimization, ensuring affordable and competitive rates compared to larger carriers.
- Rate per Mile Strategy – Pricing ranges from \$2.00 to \$2.50 per mile, with increases as demand and capacity grow.
- Cost Leadership – Lower operational costs due to smaller fleet size and optimized logistics allow for better pricing flexibility.



Place

- Headquartered in Laredo, TX – A key hub for U.S.-Mexico cross-border trade, ensuring high demand for freight services.
- Servicing All 48 U.S. States – Nationwide trucking services with a focus on high-volume trade corridors.



Promotion

- Digital Marketing Strategy – Utilizing LinkedIn, company website, and industry platforms to attract B2B clients.
- Direct Sales & Networking – Building relationships with manufacturers, distributors, and supply chain managers for long-term contracts.
- Trade Shows & Industry Events – Participating in transportation expos and logistics summits to enhance brand visibility.



CPA OUTSOURCING SERVICES

Sales & Marketing

Marketing Mix



Digital Marketing & Online Presence

- "Company Name XYZ" leverages digital marketing strategies to enhance brand visibility and attract new clients. The company maintains an active presence on LinkedIn, its corporate website, and industry-specific platforms, ensuring that manufacturers and distributors can easily discover its services. SEO-driven content, targeted ads, and email marketing campaigns are used to engage potential customers and build long-term business relationships.



Direct Sales & Business Networking

- Beyond digital efforts, the company prioritizes direct sales and networking to establish strong customer connections. The sales team actively reaches out to manufacturers, import/export businesses, and logistics managers to discuss dedicated shipping contracts. Attending logistics trade shows, industry expos, and networking events allows the company to develop key partnerships and showcase its competitive advantages in the freight transportation industry.



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Management Team

Profile

"Owner Name XYZ"

Seasoned logistics and supply chain professional with over 18 years of experience in freight brokerage, international transportation, and carrier asset management. Proven ability to develop strategic business models, optimize logistics operations, and foster strong relationships with carriers and customers across the U.S., Canada, and Mexico. Adept at operations management, dispatch coordination, and international freight handling, including customs brokerage and regulatory compliance.

Professional Experience

BALSA Logistics LLC – Co-Owner (August 2021 – Present)

- Spearheaded the development and profitability of the brokerage business, managing operations across three office locations.
- Implemented a new TMS system to optimize freight operations.

"Company Name XYZ", LLC – Co-Owner (October 2014 – Present)

- Led brokerage and carrier asset operations, specializing in LTL, FTL, flatbed, and refrigerated shipments.
- Managed equipment, drivers, and operational costs, ensuring efficiency and profitability.
- Secured long-term contracts with Mexican customers, optimizing cost-per-mile metrics.

Logout Logistics – Owner (December 2011 – August 2014)

- Managed logistics services, including truckload, LTL, intermodal, ocean, air freight, and warehousing.
- Built strong relationships with carriers and customers across North, Central, and South America.

FedEx Freight – Account Executive II (June 2006 – November 2011)

- Maintained and expanded customer base in San Luis Potosí and Aguascalientes.
- Identified market opportunities and tailored logistics solutions to client needs.

Veteados del Potosí – Managing Director (July 1995 – May 2006)

- Oversaw all business operations, managing 15 employees.
- Handled administrative and operational responsibilities, ensuring business sustainability.

Education

- Bachelor's Degree in International Commerce
- NAFTA Course – Panamerican University (1993)
- International Business Course – Barry University (1992)

Technical & Language Skills

- Software: Office Suite, Transportation Management Systems (TMS)
- Languages: English (Fluent)

Core Competencies

- Supply Chain & Logistics Management
- Freight Brokerage & Carrier Asset Management
- International Freight & Customs Clearance
- Strategic Planning & Business Development
- Operations & Dispatch Coordination
- Team Leadership & Talent Development
- Vendor & Customer Relationship Management
- Negotiation & Contract Management
- Project Management & Cost Control
- Transportation Management Systems (TMS)

Management Team

Roles & Responsibilities

Position	Roles & Responsibilities
Founders ("Owner Name XYZ" & "Owner Name XYZ")	Oversee strategic planning, financial management, and business development . Ensure company growth, compliance, and profitability .
Managing Partner ("Owner Name XYZ")	Manages fleet operations, maintenance, and regulatory compliance . Oversees truck performance, repairs, and safety standards .
Operations Manager	Supervises daily logistics, fleet utilization, and driver assignments . Ensures timely deliveries, route optimization, and dispatch coordination .
Dispatch Coordinator	Assigns loads to drivers, tracks shipments, and ensures compliance with safety regulations . Monitors delivery schedules and fleet performance .
Truck Drivers	Operate company trucks for long-haul and cross-border shipments . Ensure safe, timely, and efficient transportation of goods .
Sales & Business Development	Secures new contracts, negotiates shipping rates, and builds client relationships . Expands customer base and revenue streams .
Marketing Specialist	Manages brand development, digital marketing, and customer engagement . Promotes company services through LinkedIn, social media, and networking .
Mechanics	Conduct truck maintenance, inspections, and repairs . Ensure fleet readiness, safety compliance, and operational efficiency .

CPA OUTSOURCING SERVICES

Management Team

Staff Head Counts and Annual Wages

Total Employee Count

Designation	Year 1	Year 2	Year 3	Year 4	Year 5
Founder (Owners)	2	2	2	2	2
Managing Partner	1	1	1	1	1
Operations Manager	1	1	1	1	1
Dispatch Coordinator	0	1	2	3	4
Truck Drivers	7	12	19	26	33
Sales & Business Development	1	1	1	2	3
Marketing Specialist	0	1	1	2	3
Mechanics	0	0	1	2	3
Total Counts	12	19	28	39	50

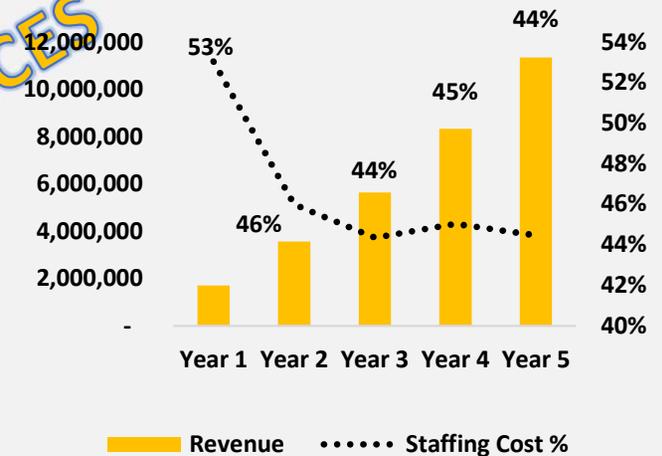
Annual Wage

Designation	Year 1	Year 2	Year 3	Year 4	Year 5
Founder (Owners)	68,500	71,589	74,818	78,192	81,719
Managing Partner	68,500	71,589	74,818	78,192	81,719
Operations Manager	57,000	59,571	62,257	65,065	68,000
Dispatch Coordinator	52,000	54,345	56,796	59,358	62,035
Truck Drivers	103,000	107,645	112,500	117,574	122,876
Sales & Business Development	74,000	77,337	80,825	84,471	88,280
Marketing Specialist	44,500	46,507	48,604	50,796	53,087
Mechanics	52,800	55,181	57,670	60,271	62,989

Total Outflow – Wages

Designation	Year 1	Year 2	Year 3	Year 4	Year 5
Founder (Owners)	137,000	143,179	149,636	156,385	163,438
Managing Partner	68,500	71,589	74,818	78,192	81,719
Operations Manager	57,000	59,571	62,257	65,065	68,000
Dispatch Coordinator	0	54,345	113,592	178,073	248,139
Truck Drivers	566,500	1,184,098	1,912,502	2,880,560	3,870,608
Sales & Business Development	74,000	77,337	80,825	168,941	264,840
Marketing Specialist	0	46,507	48,604	101,593	159,262
Mechanics	0	0	57,670	120,542	188,967
Total Outflow - Wages	903,000	1,636,627	2,499,905	3,749,350	5,044,973

Staff Cost % With Revenue

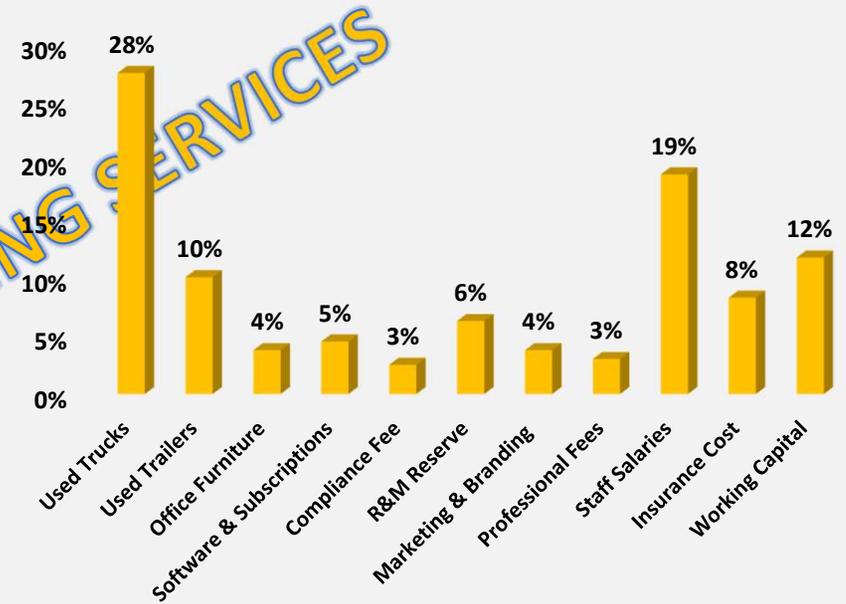


CPA OUTSOURCING SERVICES

Ownership, Sources, and Uses of Funds

Capital Structure		Amount (\$)	%
1	"Owner Name XYZ"	133,333	33.33%
2	Mr. "Owner Name XYZ"	133,333	33.33%
3	Mr. "Owner Name XYZ"	133,333	33.33%
Total Business Value		400,000	100%
Sources			
S. No	Description	Amount (\$)	%
1	Equity	200,000	50%
2	Bank Loan	200,000	50%
Total Capital Injection		400,000	100%
Initial Investment			
S. No	Description	Amount (\$)	
1	Used Trucks (2 units, \$55,000 each)	110,000	
2	Used Trailers (2 units, \$20,000 each)	40,000	
3	Office Furniture & Equipment	15,000	
4	Software & Subscriptions	18,000	
5	Regulatory & Legal Compliance Fee	10,000	
6	Initial Fuel & Maintenance Reserves	25,000	
7	Marketing & Branding	15,000	
8	Legal & Professional Fees	12,000	
9	Staff Salaries	75,250	
10	Insurance Cost	33,000	
11	Working Capital	46,750	
12	Total Amount	400,000	

Breakdown Of Start Cost



Financial Plan

Revenue Assumptions

Assumptions	UOM	Year 1	Year 2	Year 3	Year 4	Year 5
Number of Months - H1		6	6	6	6	6
Number of Months - H2		6	6	6	6	6
Number of Trucks - H1 (Jan - Jun)		3	7	10	16	21
Growth - H1			40%	20%	20%	15%
Number of Trucks - H2 (Jul - Dec)		5	8	13	18	23
Growth - H2		50%	20%	25%	15%	10%
Number of Trailers - H1 (Jan - Jun)		1	3	5	7	9
Growth - H1			40%	20%	20%	15%
Number of Trailers - H2 (Jul - Dec)		2	4	6	8	10
Growth - H2		50%	20%	25%	15%	10%
Total Trucks & Trailers (H1- Jan - Jun)		4	10	15	23	30
Total Trucks & Trailers (H2- Jul - Dec)		7	12	19	26	33
Average Miles Driven PM / Truck/Trailer		12,000	12,000	12,000	12,000	12,000
Revenue Per Mile	\$	2.15	2.25	2.30	2.36	2.50
Growth Rate			4.5%	2.5%	2.5%	6.0%
Revenue from Truck Loads						
H1 - Revenue from Truck Load	\$	464,400	1,132,362	1,658,102	2,719,286	3,783,207
H2 - Revenue from Truck Load	\$	774,000	1,294,128	2,155,532	3,059,197	4,143,513
Total Revenue from Truck Load	\$	1,238,400	2,426,490	3,813,633	5,778,484	7,926,720
Revenue from Trailers						
H1 - Revenue from Trailers	\$	154,800	485,298	829,051	1,189,688	1,621,375
H2 - Revenue from Trailers	\$	309,600	647,064	994,861	1,359,643	1,801,527
Total Revenue from Trailers	\$	464,400	1,132,362	1,823,912	2,549,331	3,422,902
Total Revenue		1,702,800	3,558,852	5,637,545	8,327,815	11,349,622

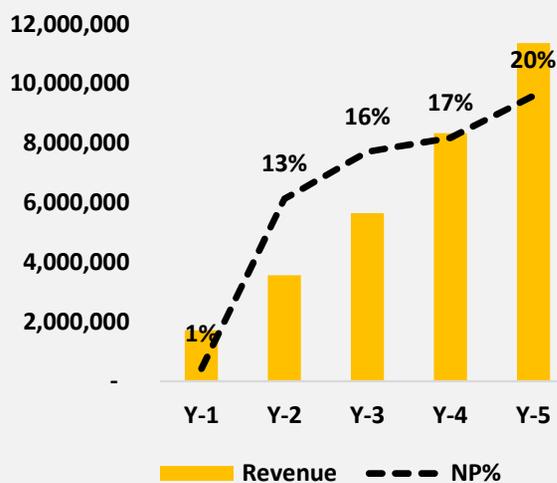
CPA OUTSOURCING SERVICES

Financial Plan

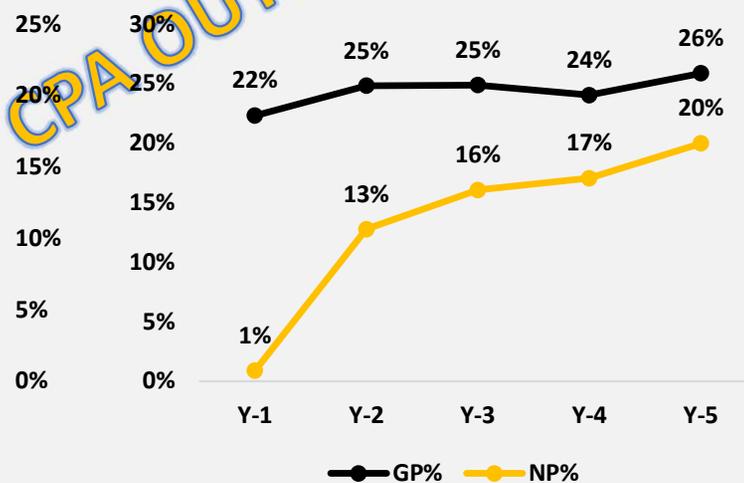
Projected Profit and Loss Statement

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	1,702,800	3,558,852	5,637,545	8,327,815	11,349,622
OE	(1,323,000)	(2,676,287)	(4,236,094)	(6,327,996)	(8,416,863)
Gross Profit	379,800	882,565	1,401,451	1,999,819	2,932,759
SG&A	(349,028)	(415,698)	(487,285)	(574,876)	(663,337)
Net Profit	30,772	466,867	914,166	1,424,944	2,269,422

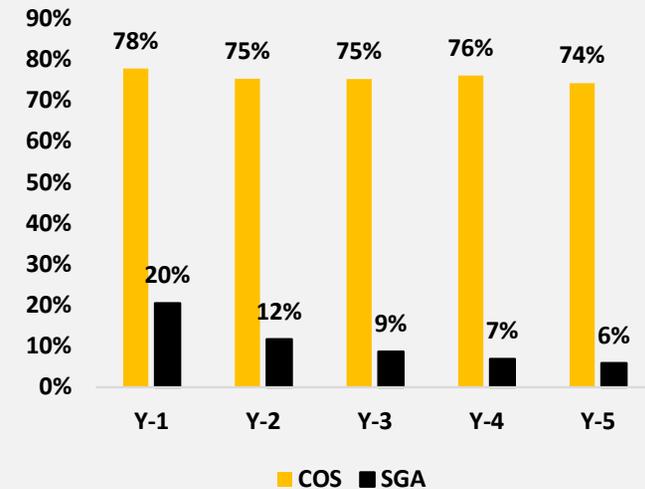
Net Profit % With Revenue



GP & NP % to Revenue



COS And SGA With Revenue



Financial Plan

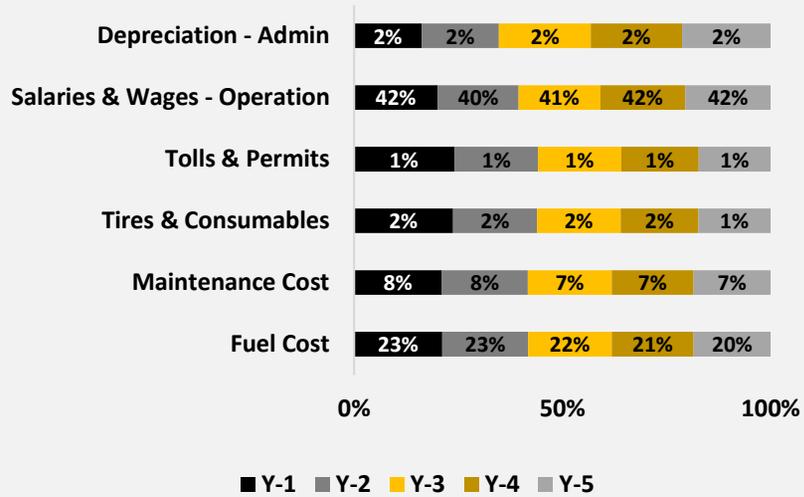
Projected Balance Sheet and Cash Flow Statement

Balance Sheet	Year 1	Year 2	Year 3	Year 4	Year 5
Net FA	132,000	263,000	441,000	556,000	608,000
Cash	282,772	338,805	573,088	1,127,360	2,168,471
Total Assets	414,772	601,805	1,014,088	1,683,360	2,776,471
Current Liabilities	200,000	160,000	120,000	80,000	40,000
Capital	200,000	200,000	200,000	200,000	200,000
Retained Earnings	14,772	468,839	1,373,405	2,791,948	5,058,170
Drawings	-	(227,033)	(679,316)	(1,388,588)	(2,521,699)
Total Equity & Liabilities	414,772	601,805	1,014,088	1,683,360	2,776,471
Cash Flow Statement	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	1,702,800	3,558,852	5,637,545	8,327,815	11,349,622
Capital	400,000	-	-	-	-
Total Inflow	2,102,800	3,558,852	5,637,545	8,327,815	11,349,622
Capital Expenditure	165,000	205,000	315,000	315,000	315,000
Costs of Services	584,000	1,171,410	1,814,083	2,603,095	3,343,328
Salaries and Wages	903,000	1,636,627	2,499,905	3,749,350	5,044,973
Marketing & Advertising	17,028	35,589	56,375	83,278	113,496
Business Development	20,000	21,000	22,050	23,153	24,310
Office Rent	30,000	31,500	33,075	34,729	36,465
Other Outflows	101,000	174,660	210,491	255,666	297,829
Drawings	-	227,033	452,283	709,272	1,133,111
Total Outflow	1,820,028	3,502,819	5,403,262	7,773,543	10,308,511
Net Cash In Hand	282,772	56,033	234,283	554,272	1,041,111
Opening Cash	0	282,772	338,805	573,088	1,127,360
Closing Cash	282,772	338,805	573,088	1,127,360	2,168,471

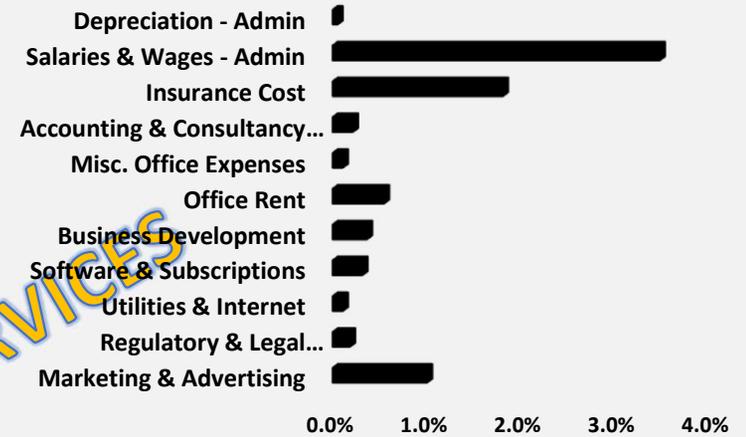
Fixed Asset Schedule		Year 1	Year 2	Year 3	Year 4	Year 5
Opening		-	132,000	263,000	441,000	556,000
Trucks		110,000	165,000	275,000	275,000	275,000
Trailers		40,000	40,000	40,000	40,000	40,000
Office Furniture & Equipment		15,000	-	-	-	-
Total Assets – Opening		165,000	337,000	578,000	756,000	871,000
Depreciation						-
Trucks	20%	(22,000)	(55,000)	(110,000)	(165,000)	(220,000)
Trailers	20%	(8,000)	(16,000)	(24,000)	(32,000)	(40,000)
Office Furniture & Equipment	20%	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Total Depreciation		(33,000)	(74,000)	(137,000)	(200,000)	(263,000)
Closing Balance		132,000	263,000	441,000	556,000	608,000
Purchases:						
Trucks		110,000	165,000	275,000	275,000	275,000
Trailers		40,000	40,000	40,000	40,000	40,000
Office Furniture & Equipment		15,000				
Total Purchases		165,000	205,000	315,000	315,000	315,000
Bank Loan Schedule		Year 1	Year 2	Year 3	Year 4	Year 5
Bank Loan		200,000	200,000	200,000	200,000	200,000
Repayments	5.00		(40,000)	(40,000)	(40,000)	(40,000)
Closing Capital		200,000	160,000	120,000	80,000	40,000
Interest						
Interest Payable	8%	16,000	12,800	9,600	6,400	3,200

Financial Plan

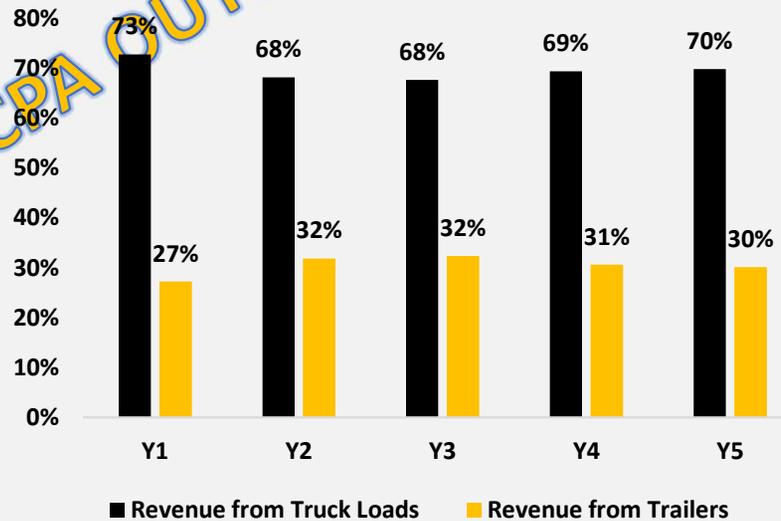
Cost Of Sales - % Breakdown With Revenue



SGA - % Breakdown With Revenue



Product Wise Revenue Breakdown



"Company Name XYZ"

A dark, foggy highway scene with two trucks driving away from the viewer. The road is wet and reflective, and the surrounding landscape is shrouded in mist. The truck in the foreground is a white cab with a white trailer, and the one further ahead is a smaller, darker truck. The overall atmosphere is somber and mysterious.

Thank You

"Owner Name XYZ"