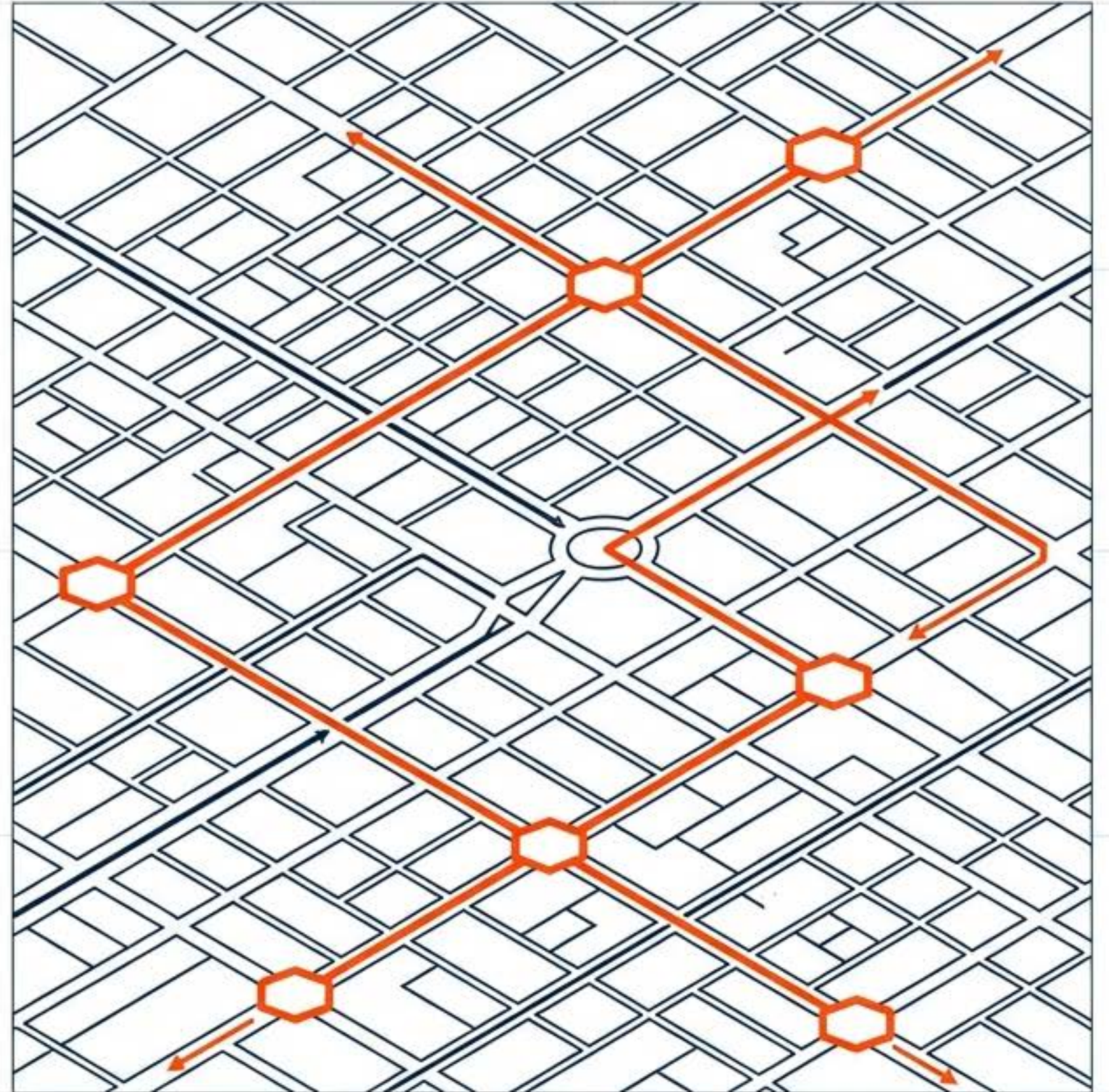


Courier Service Strategic Scaling

2026–2030 Roadmap: Operational Leverage & Capital Requirements



The Investment Opportunity at a Glance



\$424,000

Minimum Requirement
(+15–20% buffer target).



**Breakeven:
June 2026**

5-Year EBITDA Target:
\$24–28M.



**The Strategic
Pivot**

Shift from Personal Use
(Velocity) to Corporate
Partnerships (High LTV).



**Margin
Protection**

Variable costs reduce
faster than commission
compression.

Key Insight: Capital efficiency drives the roadmap. We focus on unit economics validation in Year 1 to unlock enterprise scale in Years 2–5.

Not All Customers Are Equal: The LTV Engine

The Starter: Personal Use



- Velocity & Testing Focus
- Low LTV / Sporadic Usage
- High CAC payback period

The Growth Engine: Corporate



- Sustained Revenue Focus
- High LTV / High Density
- **80 Transactions/Year** per client
- High Average Order Value (AOV)

Strategy: We use Personal Use volume to validate the tech, but focus acquisition on Corporate clients to build the business.

Market Entry Strategy: From Speed to Density

Phase 1: Market Seeding (2026)



60% Individual Sellers /
70% Personal Buyers

Goal: Speed > Profitability

Phase 2: Market Dominance (2027+)



Aggressive reallocation to Enterprise
& Small Business

Target AOV: \$2,950

The Strategic Pivot

Action: Sales efforts shift from broad awareness (Ads) to deep workflow integration (Premium Tools & Subscriptions).

The High-Yield Revenue Model

\$100 Fixed Fee

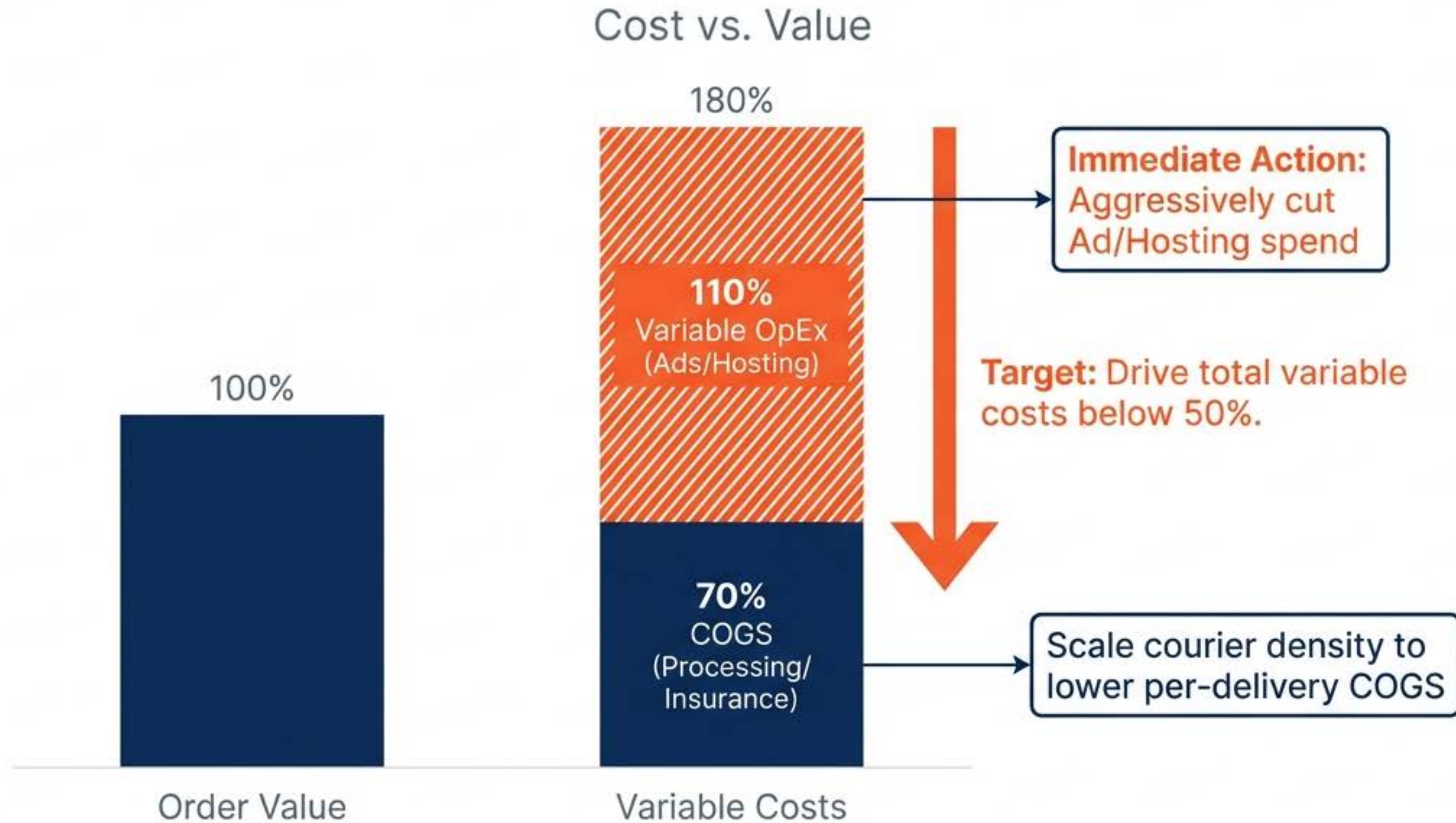
+ (15.00 × AOV of \$2,950)

= \$44,350 Revenue Per Order

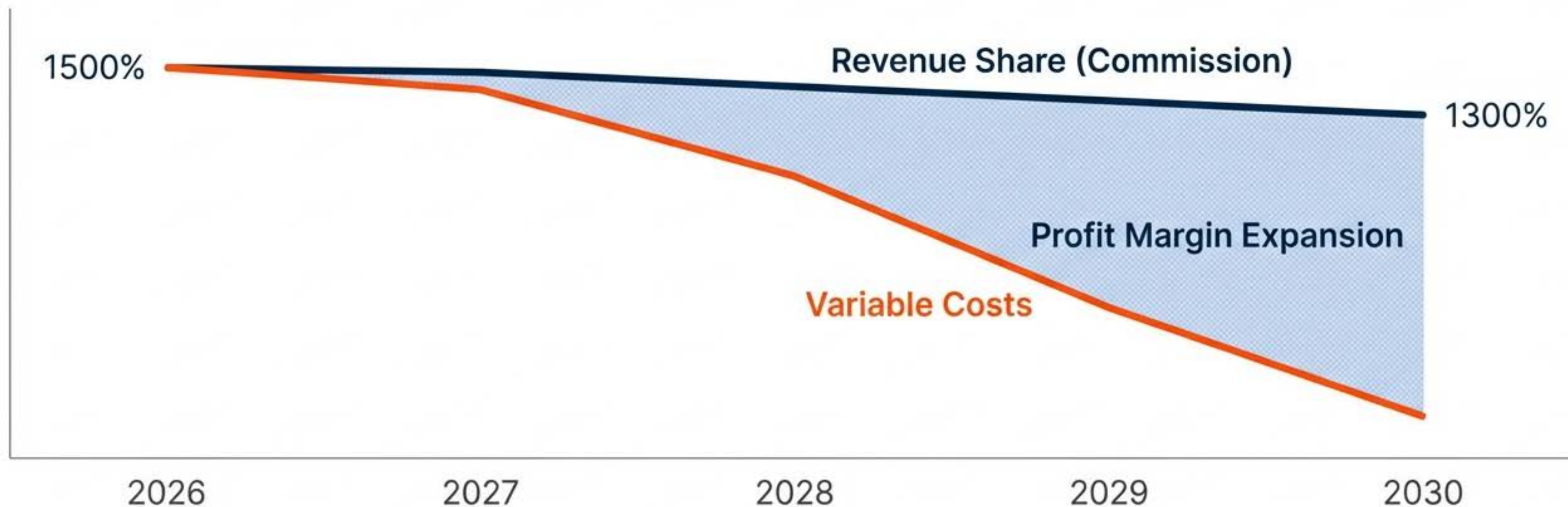
Context: This model relies on a **1500% variable rate**. We must stress-test buyer willingness to pay this commission load.

Sensitivity Check: Even if variable rates drop to **500%**, revenue per order remains **>\$14k**.

Confronting the Cost Structure Deficit



Margin Protection Through Operational Leverage



Profitability is maintained because the underlying cost structure scales down faster than the platform's variable commission rate decreases.

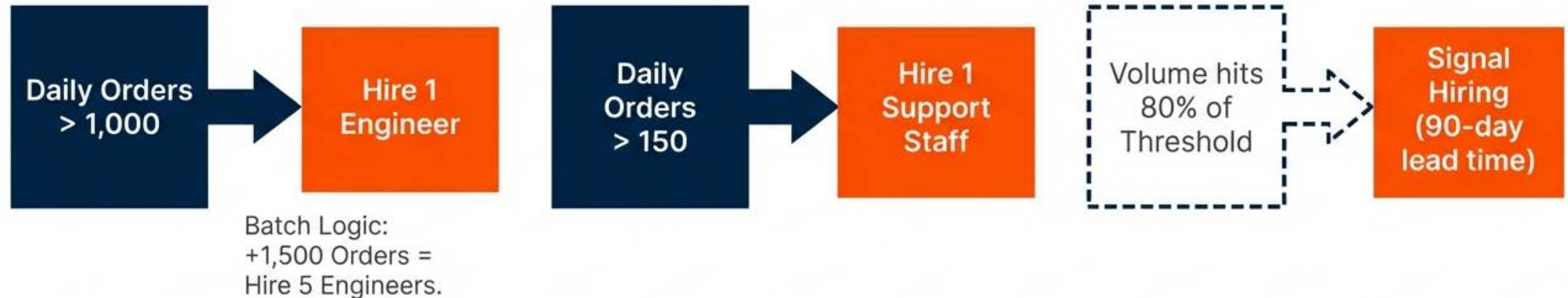
Initial Acquisition & Market Seeding (2026)



Strategic Goal: We need these 8,000 buyers immediately to generate the transaction volume required to test the matching engine.

Operational Scaling: Hiring by Volume, Not Dates

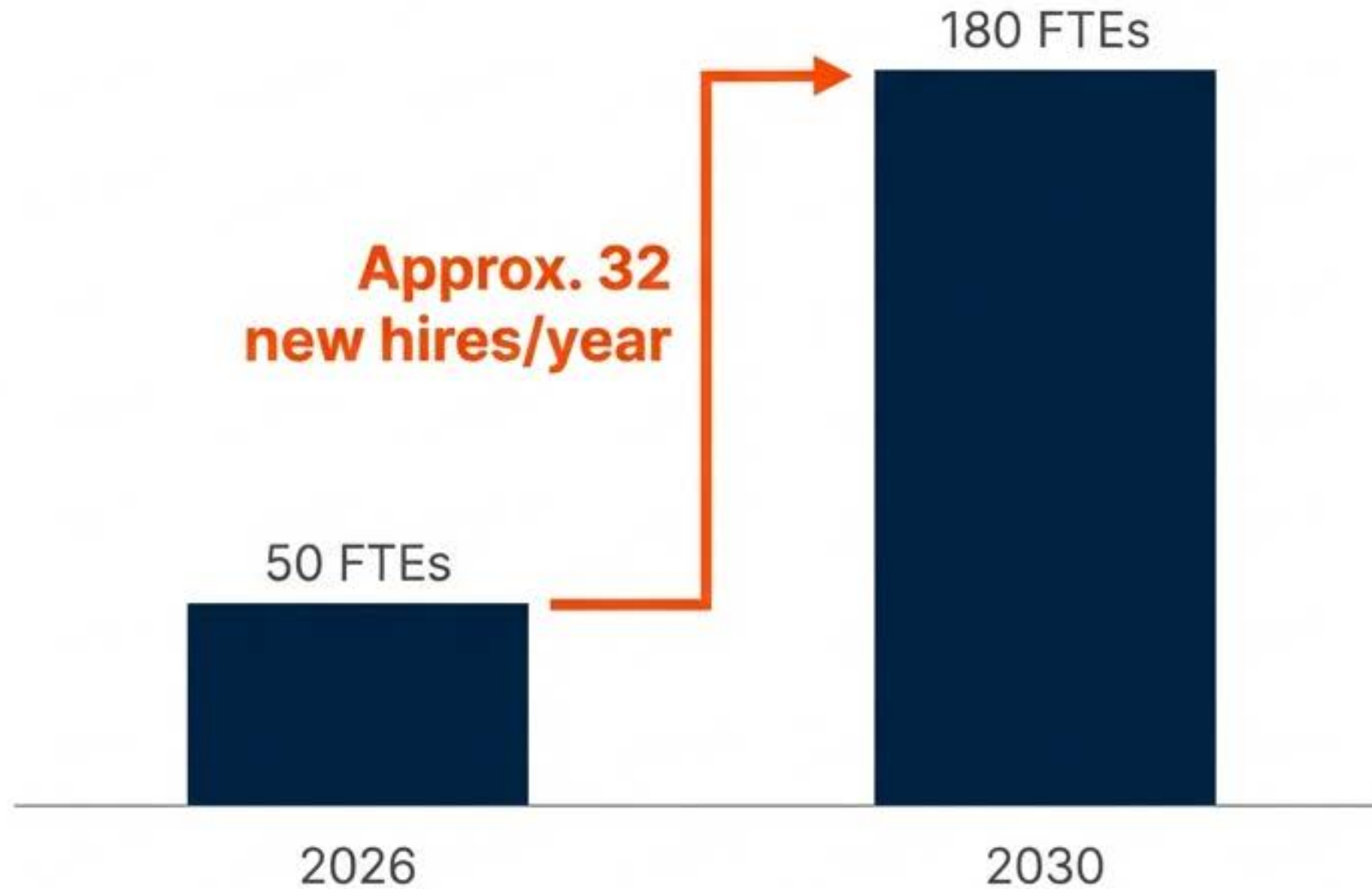
Hiring Triggers



Benchmark: We review the FTE-to-Order ratio quarterly to ensure support costs don't erode contribution margin.

Human Capital Roadmap & Cost Anchors

Headcount Growth (FTEs)



Cost Anchors (Base Salary)

CEO:	\$150,000
CTO:	\$140,000
Core Staff Avg:	\$90,000
2026 Base Payroll:	~\$4.5M/year

Note: Financial models include a 25–35% burden for fully loaded costs (benefits/taxes).

Fixed Overhead & Baseline Burn



Monthly Fixed Burn

\$10,500 / month

Rent, maintenance,
compliance.



Risk: Delays in onboarding will deplete cash reserves at a fixed rate of **\$10.5k/month**.

Capital Requirements & Runway



The 7-Step Execution Plan

1. Market Strategy:

Define Initial Mix (**60% Individual / 70% Personal**).

2. Overhead:

Lock Fixed Costs (**\$10.5k/mo**).

3. Acquisition:

Seed Market (**\$350k spend**).

4. Revenue:

Validate **\$44k/order** model.

5. Expenses:

Attack **180% variable** cost rate.

6. Team:

Hire **50 FTEs** (anchored rates).

7. Funding:

Secure **>\$424k** before launch.

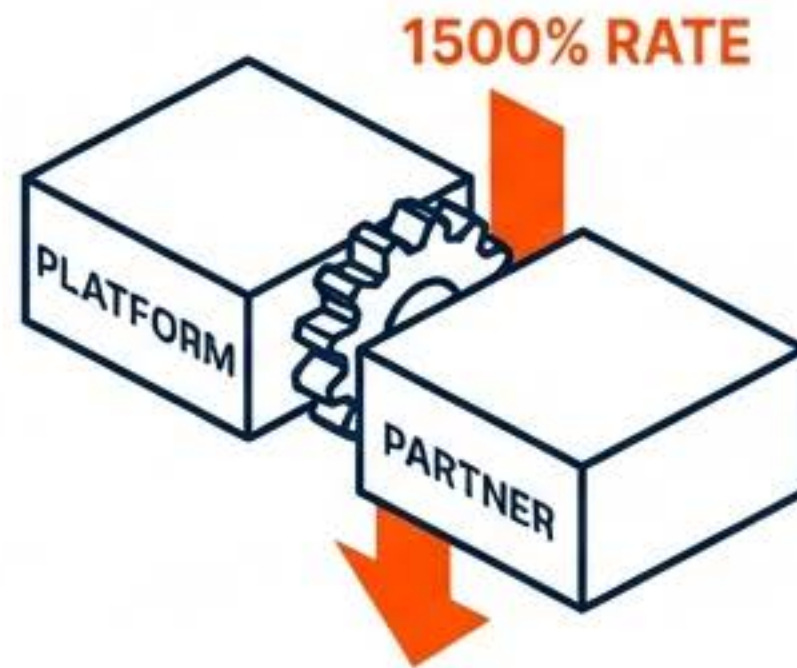
Risk Profile & Mitigation Strategies

Risk: High Variable Cost (180%)



Mitigation: Immediate reduction of ad/hosting spend; volume-based **COGS** reduction.

Risk: Commission Friction



Mitigation: Prove value via premium tools and tiered shipper subscriptions to justify **1500%** rate.

Risk: Cash Burn / Runway



Mitigation: Models assume a 3-month delay in volume; **20%** capital buffer recommended.

Immediate Next Steps & Launch Priorities

- Secure funding round (**\$424k+**)
- Lock in fixed overheads (Office/Compliance)
- Launch initial acquisition campaign (**60/70 split**)
- Establish quarterly monitoring of FTE-to-Order ratio

Execution focuses on capital efficiency and volume-based hiring to reach cash sufficiency by June 2026.