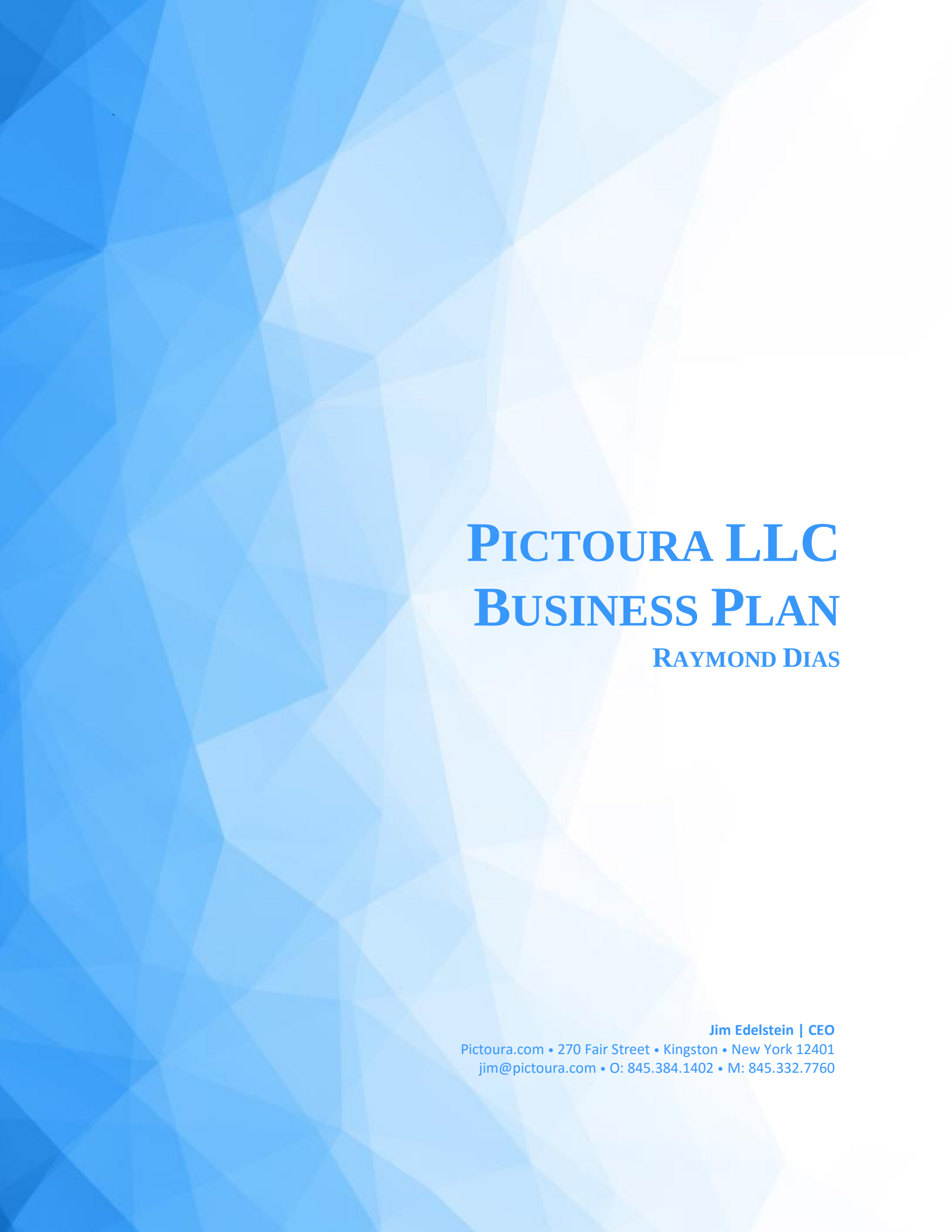




# **PICTOURA LLC**

# **BUSINESS PLAN**

**RAYMOND DIAS**

**Jim Edelstein | CEO**

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## **Executive Summary**

Pictoura LLC was established to provide the stressed and insecure travel planner with a single, seamless, platform for *everything* they might need before, during, and after, a *high-quality* Travel Experience. During a preliminary prototyping phase, we developed a robust ecosystem of products that fully realizes the potential of Travel Photography to stimulate vacation fantasies, and has a broad range of applications in the “planning” and “sharing” stages of the Travel Experience life-cycle.

GYDR is a breakthrough concept that will draw strength from the Pictoura ecosystem, and stimulate its growth. It’s a service that enables people to convert an intangible asset—a lifetime of learning, knowledge, and experiences—into their own tour guide business, on their own terms and schedule. Professional tour providers will also enjoy increased opportunities within this unique marketplace structure.

### ***GYDR – Concept***

- The true power of the “sharing economy”—an umbrella term for all online services that enable people to rent cars, boats, beds and other assets directly from each other—will only be revealed when it grows to encompass things more intangible: Travel Experiences—or, more precisely, the ability to provide those experiences to others.
  - We use the term Travel in the broadest sense possible: it’s a “state of mind” that seeks enrichment.
  - A *quality* Travel Experience meaningfully satisfies a yearning for different cultures, new ideas, and/or spiritual transformation.
- We propose to use the “sharing economy” business model to convert a person’s lifetime of experiences, interests, and earned knowledge, into a marketable commodity that fills acknowledged voids in tourism, and aligns with the market demands of today’s traveler.
- It’s an amazing opportunity for the active retired, the underemployed, students, and single parents.
- The GYDR service will provide travelers with the *authentic* Travel Experiences that they seek.

### ***GYDR – Brand***

- GYDR is an *extremely* effective brand identity. Instantly, people will understand that it is a synonym for tour guide, but they will also understand that it means something *new*, and something *more*.
- GYDR also functions as a constant reminder of our founder’s original aspiration for the company: it’s an acronym for **Get Your Destination Right**, which means a Travel Experience that isn’t superficial.
- New York will be GYDRs proving ground; no place in the world is better suited for establishing the GYDR brand.

### ***GYDR – Products***

- The short-term schedule of GYDR Products:
  - GYDR tours booked through the pictoura.com website
    - GYDRs can construct attractive profile and tour pages replete with videos, pictures, and interactive itineraries which display detailed geographical and pictorial information about each tour stop.
    - Travelers can search for and identify GYDRs and GYDR tours by availability, interest category, biographical details related to work experience or background, as well as geographical location.
    - Travelers can select a tour from a GYDRs current offerings, or request a Custom Tour be made to specification.
    - Tour scheduling and communication regarding tours can be coordinated entirely through the website via a Real Time Messaging system.
  - GYDR tours booked through the GYDR NOW mobile application
    - The GYDR NOW mobile application will replicate the functionality of the pictoura.com website, amending it when appropriate, and supplying an additional feature-set utilizing GPS and push notifications.

- It will function like Uber’s mobile application; travelers will be able to find “on demand” tours in their vicinity.
- Travelers may (optionally) receive alerts regarding available “on demand” tours that match their interests via push notifications.
- GYDR PRO subscription services (required if primary intent is not to use our booking system)
  - Subscription fees charged to Travel Professionals (e.g. tour operators and travel agents), and other travel-related businesses, will constitute a major revenue opportunity for us after the GYDR service has been properly established.
  - Suitable for Travel Experience providers of all stripes that require a supplemental feature-set (e.g. enhanced listings), video production support, and/or would like to offer their services on our platform without the primary intent of using our booking system.
- GYDR products are tightly integrated with Pictoura’s World Gallery, and its ancillary catalogue of “planning” and “sharing” tools.
  - The World Gallery is a vast collection of curated photographs, works of art, and historic mappings that have been imbued with rich metadata, organized into a searchable taxonomy, and geo-coded to be accessible on an interactive map of the globe based upon the location they depict.
    - Each image is a key that opens the doors to aggregated locale information drawn from third-party APIs: Trip Advisor, Yelp, Wikipedia, etc.

### *Financials: How GYDR Will Generate Revenue*

GYDRs will set their own tour rates. Pictoura will generate revenue by charging GYDRs a percentage of their chosen fee for every booked tour; this fee will be automatically debited from the amount of money paid out to GYDRs. Also, the traveler booking a tour will be charged a service fee, in addition to the tour rate chosen by the GYDR. The service fee may be a flat rate, or calculated as a percentage of the tour rate. The exact percentage and/or flat rate fee figures will, of course, require careful consideration and analysis of test-market research. Presently, we think 12.5% sounds about right for both GYDR and traveler fees.

GYDR Pro subscription fees represent another huge potential source of revenue. Fees charged to GYDRs that upgrade for the sake of an expanded feature-set may be modest; however, businesses with considerable resources that intend to use the platform purely for the sake of advertising (e.g. a cruise line commercial) will be charged commensurately. Rates will be determined according to, but not exclusively by, the following criteria: business type, annual revenue, primary intent of use (i.e. to what extent, if any, will they utilize our booking system).

During the initial product launch period we will likely elect to waive the fees for GYDRs, GYDR Pros, and/or travelers; the length of this grace period is yet to be determined.

Pictoura’s projects offer many other potential sources of revenue (e.g. strategic partnerships with hospitality and transportation providers, canvas print sales, custom “Grand Tour” book sales, targeted lead generation data, advertising, etc.), that may be pursued subsequent to establishing the GYDR product line.

### *Forecast: GYDR in the Short to Mid-Term*

Hitting key software development, marketing, and “growth hacking” targets—discussed in-depth elsewhere in the Business Plan—are important early goals. However, our primary focus during the initial product launch period, roughly six months, must be inventory: high-quality GYDRs and GYDR Pros. Of course, this means we’ll also need to make sure their profile and tour pages are top-notch, which may involve providing some video production support, and will certainly involve customer support. These activities will target the New York metropolitan area and the Hudson Valley—our testing ground for the concept, and our laboratory for experimentation. During the mid-to-late-term product launch period, roughly 18 months, we intend to expand the business nationally.

Naturally, the forecast after the first two years is much more speculative. Dependent on market feedback, we intend to allocate resources amongst a broad-range of objectives: exploring other, less intuitive but also exciting, applications for the GYDR concept (e.g. “personal development”), expanding internationally, refining marketing tactics through in-depth research initiatives, decreasing the cost of customer acquisition, etc.

Of course, after the first two years, once we've established the GYDR product line nation-wide, we also intend to explore the possibility of forming mutually beneficial strategic partnerships with transportation and hospitality providers. Because doing so is contingent on so many unknown variables, we consider that discussion maximally speculative. For the time being, we have decided to disregard any revenue that may result from expanding the business in this direction.

We are forecasting a net loss for the first 24 months with a breakeven point achieved in month 25. Substantial net profits are seen in year four and year five. (Graphs can be found on the following page.) Our profits increase significantly as our cost of acquisition begins to decrease. For details, see the *Forecast Assumptions* and financial models.

### *Financing Needed: Funding The GYDR Initiative*

A seed round of financing, approximately \$1.5M, enabled the assembly of a diverse roster of “planning” and “sharing” tools: The World Gallery, interactive itineraries, core GYDR infrastructure, social media functionality, ancillary products, etc.

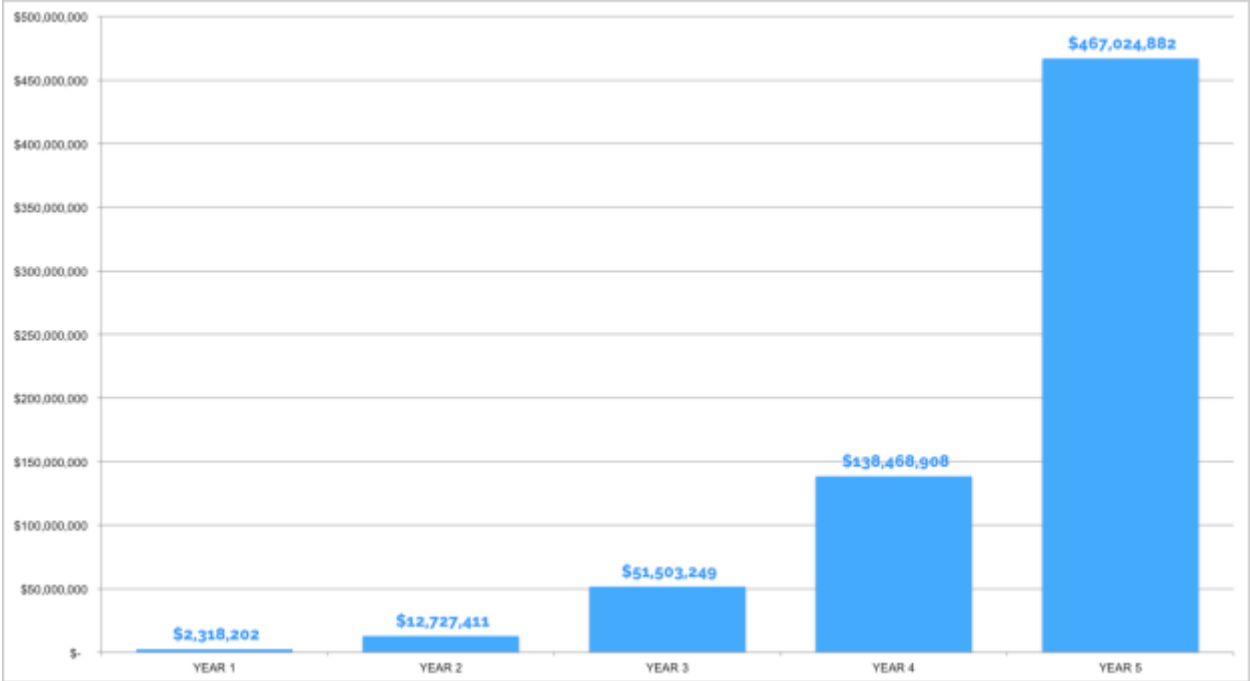
We are currently seeking to raise \$3.75M. These funds will enable the company to fill key staff positions (see *Hiring Plan*), develop the GYDR NOW mobile app and GYDR PRO feature-set, and “go-to-market” in the USA.

In year three we anticipate an investment target of upwards of \$8.5M. This money will allow us to scale-up our staff, further explore the possibilities of the GYDR concept and products, and adapt the product for international distribution.

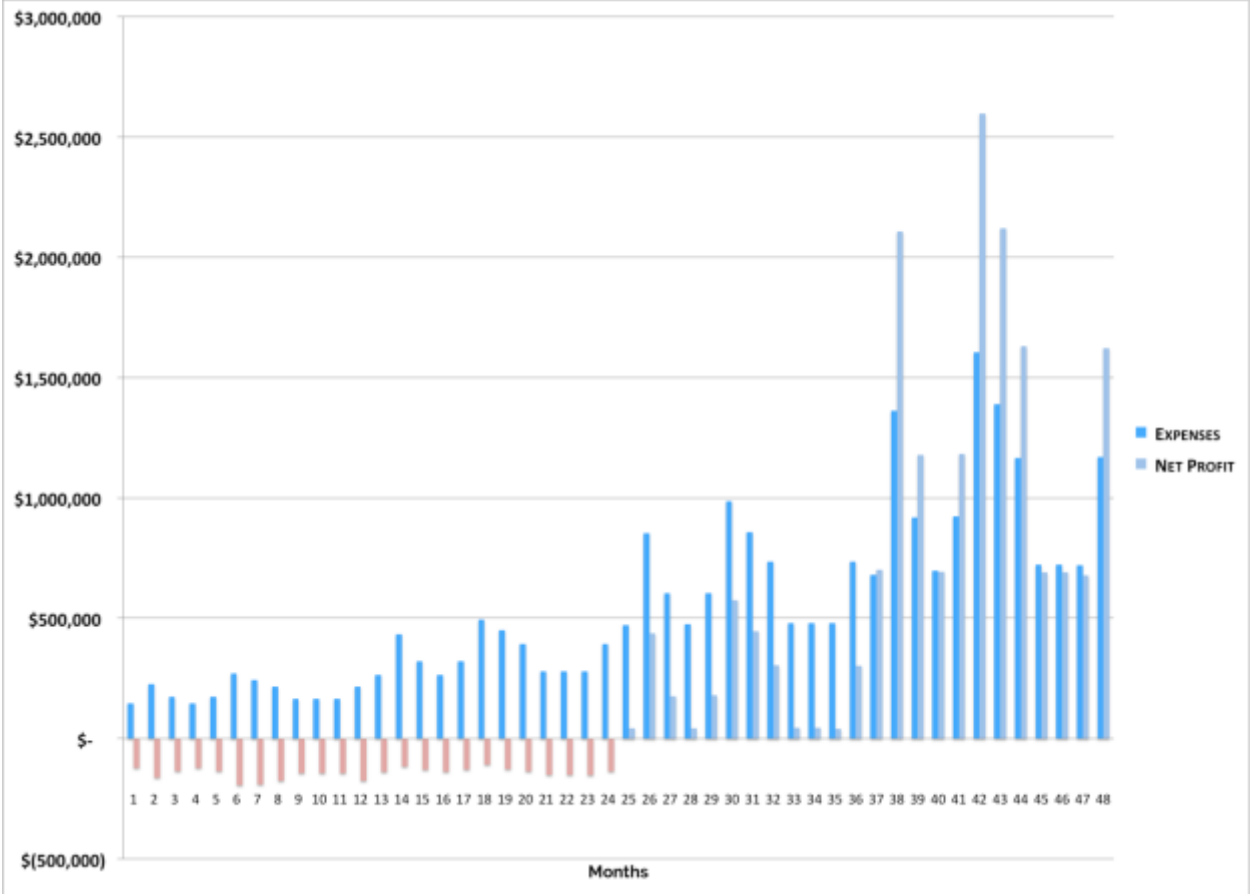
The U.S. phase of the project should provide the information we need to optimize our products for maximum ease of use and efficiency, and refine our marketing tactics. When we expand internationally, we will do so with a finely-tuned machine. Furthermore, once the GYDR product line is on solid footing many other possibilities for expanding the business will open up to us.

Naturally, any exit opportunity with the potential to benefit all stakeholders would warrant careful consideration. For example, after the GYDR project is properly established, Pictoura will become a tremendously desirable acquisition target for large corporations operating within the Travel & Tourism sector (e.g. Airbnb, TripAdvisor, Expedia). Additionally, we recognize the existence of scenarios wherein a public offering might become advantageous. Our team is fully dedicated to the success of Pictoura, and the exploration of the GYDR concept's many applications; but we understand that good fortune might take many forms, and that our exit strategy should be both flexible and informed by input from all concerned parties.

Total Revenue By Year



Expenses & Profitability



## **Business Proposition – In Depth**

### *A Rare Opportunity*

Future historians will remember the early 21st century as the epoch wherein the promise of a global community finally came to fruition. What Napoleon failed to accomplish with bullets and bayonets, was instead wrought with TCP/IP packets and microprocessors. For those of us who've come of age during this transition, the juxtaposition is striking: we grew up using "road maps" and "pay phones," but now live enmeshed within a worldwide cybernetic neurology—never lost, and always on the line.

Many industries have experienced major transformations as a direct consequence. The list of examples is lengthy and need not be enumerated exhaustively here: Apple transformed the music industry, as did Amazon in publishing, and Netflix in entertainment, and so on, to name only a few... All of these corporations innovated with technology. However, recently, some began doing so in a way qualitatively different: companies like Uber and Airbnb not only transformed their respective industries, transportation and hospitality, they also empowered their customers to become entrepreneurs.

The team at Pictoura firmly believes that the revolutionary nature of their business model has yet to be fully realized. While we do acknowledge that the so-called "sharing economy"—an umbrella term for all online services that enable people to rent cars, boats, beds and other assets directly from each other—is well past its infancy, we also recognize that the technological factors that enabled its birth will grow in significance by many orders of magnitude in the coming decade, and that one of its most exciting applications remains untouched. Digital technology enabled people to disaggregate and consume physical assets (e.g. cars and beds) as services because large data sets and sophisticated communication methodologies reduced transaction costs. Websites match inventory with demand, GPS enabled mobile devices radically simplify key logistics, social networks and peer review systems establish trust, and online payment vendors handle the billing. But, the true power of this toolbox will only manifest when the range of assets on offer within the "sharing economy" grows to encompass things more intangible, but not less valuable for being so. And the real limiting factor is a scarcity of vision, not exponentially increasing technological resources.

Simply put, the intangible assets under discussion here are "Travel Experiences"—or, more precisely, the ability to provide those experiences to others. To be clear, we are not talking about the airplane tickets, the restaurants, the beach sand, or even the cool breeze over misty mountain peaks. Instead, we aim to satiate the yearning for different cultures, new ideas, and spiritual transformation that compels people to explore the world in the first place. We believe there is an ocean of potential demand for these types of experiences, and a vast inventory: all the people in the world that have something to share, dear to themselves, and, potentially, of great value to someone else.

That shareable "something" could be a specific skill-set derived from work experience or a hobby; alternately, it could be as common-place as the *joie de vivre* of an affable local, eager to help travelers have an *authentic* experience in his/her community. The type of connections we're talking about happen all the time—but mostly by the grace of serendipity. We want to take the happenstance out of the process—and add a healthy dose of financial incentive. There's a lot of people out there just waiting for the right matchmaker; that's who we want to be.

So, when we use the term "Travel" we mean it in the broadest sense possible: it's a "state of mind" that seeks enrichment, rather than the contents of a tourism brochure. However, appropriating the vocabulary of the Travel & Tourism industry—a trillion-dollar industry, ripe for transformation—serves us as a logical starting point. Specifically, this means entering the arena of professional tour guide providers, many of which, we hope, will choose to join our inventory of layman tour guides themselves.

A website that enables people to market themselves as tour guides doesn't sound very radical; if anything, it sounds sensible (and maybe even like a good investment). But, we hope, it will be the start of much, much, more. Steve Jobs was right when he said that, sometimes "people don't know what they want until you show it to them." We believe that this is one of those times. People can't see it yet, but innovative organizations will one day provide them with avenues for personal development and enrichment unavailable to previous generations. It's going to happen

because the demand is real and the material resources for satisfying that demand exist. It's only a question of when, and which companies will rise to the challenge.

### *The GYDR Brand – In Depth*

**Pronunciation [g/'ider]** A GYDR is an individual with unique and authentic knowledge of a locale or field of interest that he or she is happily willing to share

**Synonym:** guide, local, expert, attendant, travel agent, tour operator, docent, chaperone  
*e.g. Gandalf, Sacagawea, Yoda, Dr. Henry Jones Jr., Neil Armstrong, Jack Kerouac*

**Acronym for:** Get Your Destination Right

The logo or brand of a corporation is a condensation, a symbolic totality that captures the essence of a world of desire—the most visible manifestation of the intelligence and aspirations of the people behind it. An effective brand does more than act as a calling card, it serves as both lighthouse and lodestar. It steers consumer demand towards it, and helps its organization stay on course. When it's done right, it's something that can be felt viscerally.

We think it's self-evident that, with GYDR, we've found a brand identity that works as such. It says so much, so quickly. Instantly, you know what it means: no one gets through this life without needing a little guidance from time to time, and most of us have experienced the satisfaction of providing that service on occasion. But, at the same time, it sets itself apart: a GYDR is more than just a guide, it's something new... it's something more. What that "more" means exactly, of course, is a story that we still need to tell. But, we think people won't need to be told what kind of story to expect. GYDR is the kind of word that would feel right at home in a broad range of sub-cultures: graffiti artists, hackers, revolutionaries... All of them dedicated to the values of *freedom* and *self-expression*. People will expect the same from us, and the only way that will change is if we give them cause to do otherwise.

GYDR also functions as a constant reminder of our founder's original aspiration for the company: it's an acronym for Get Your Destination Right. That simple phrase sums up just about everything Marc Miller wanted to provide people when he incorporated Pictoura LLC. Marc practices transactional law as a profession, but he's also a man with deep expertise in other domains, most notably travel and photography. After many sojourns across the globe in search of things both beautiful and true, Marc had an intuition that something was wrong with the way travel plans were made, executed, and remembered. He knew what kind of experience he wanted to have: he didn't want something superficial—he wanted to connect with the *lived experience* of a culture, to dive deep, and see the world through a set of eyes much different from his own. And he didn't want to scramble, back and forth, between a bunch of different online resources to get it done; he thought that there should be one digital destination where he could do everything: plan, book, and share.

### *The GYDR Ecosystem: Many Projects, One Big Objective*

Pictoura—a portmanteau of "picture" and "tour"—was established to achieve a big objective: provide the stressed and insecure travel planner a single, seamless, platform for *everything* they might need before, during, and after, a specific kind of Travel Experience—one that met the standard of quality recognized by its founder. Everything that followed, and will follow, that initial ambition has to be understood as growing out of it.

Of course, the core *material* components of the typical Travel Experience can be boiled down to two things: transportation, and lodging. While numerous upstarts jockey for market share—by targeting specific regions, and demographics—the Online Travel Agency (OTA) industry is, for the time being, a two horse race between thoroughbreds that disguise their dominance by masquerading behind a multitude of subsidiaries. Expedia and Priceline are currently reaping the bounty of a harvest planted nearly 20 years ago; they got in early, before hoteliers and airlines really understood what was happening, and pioneered in the type of industry where scale and brand recognition are of massive significance. Today, major airlines and hotel chains have no choice but to reckon with the reality of this duopoly. In the case of hoteliers, the status quo is especially harsh: commissions paid to OTAs are high, between 15-30%, and online bookings constitute a larger piece of the pie every passing year.

But maintaining market-share on the internet—where innovation begets innovation—is no easy feat. Hoteliers were blind-sided by "sharing economy" upstart Airbnb, and the repercussions for the big OTAs were not insignificant.

Furthermore, other companies have also demonstrated a talent for circumventing big OTA dominance. Most notably, TripAdvisor, formerly an Expedia brand itself, has recently made inroads into the online hotel booking marketplace—but only after first establishing itself as the go-to resource for user-generated reviews of hotels, restaurants and attractions. They were able to enter this marketplace because of a psychological reason: people already actively engaged in the imaginative process of researching destinations and/or sharing their Travel Experiences are more likely to pull the trigger and book accommodations. Exploiting this psychological vulnerability gave them an advantage that negated some of the inventory and operational deficits that usually prevent challengers from competing with the big OTAs.

Marc Miller was thinking along similar lines when he began devising Pictoura's projects. The ultimate goal was to establish a one-stop destination for the complete Travel Experience life-cycle. However, he would have to start somewhere, and it didn't make sense to take on the big OTAs directly—the "booking" component of the platform would follow on the heels of "planning" and "sharing." He understood the power of Travel Photography to stir the pot of vacation fantasies always brewing in the back of people's minds. That's why the first thing we built was the World Gallery: a vast collection of images, accessible via an interactive map of the globe, drawn from Marc's personal collection, public domain resources, and user uploads—all of them geo-tagged with precise coordinates, imbued with rich metadata, organized into a searchable taxonomy, and placed into context with information drawn from third party APIs: TripAdvisor, Yelp, Wikipedia, etc. The World Gallery is a unique and compelling way to explore the four corners of the globe (and history)—a natural breeding ground for the kind of dreaming that proceeds travel planning, and booking.

A user-ready prototype of the World Gallery forms the core of the pictoura.com website as it stands. An ancillary catalogue of serviceable prototype products constitutes its appendages: user created image galleries, social networking functionality (which enables users to comment on and like images, create and share "bucket lists," and follow peer activity), a book-builder application (which enables users to create keepsakes made to order from a bindery), an interactive tour itinerary builder tool (which has a broad range of applications), and a fine-art canvas printing kiosk system.

All of the aforementioned items will receive a fuller treatment in subsequent sections of this document; but, it's important to understand from the outset that GYDR is a breakthrough concept that will both catalyze the growth of its ecosystem, and draw strength from it. Videos and images used to market GYDR profiles and tour offerings will serve to bolster the World Gallery catalogue, GYDRs will build interactive tour itineraries that come alive with tour stops pegged to precise geolocation and contextual information, and the combined synergy should, in time, provide a solid foundation for us to wrest a chunk of the online-booking transportation and lodging market away from the big OTAs.

### *GYDR – Products/Services: First Steps into A Larger World*

*After closing the current round of financing, we intend to bring the following schedule of Products/Services to market with deliberate haste: GYDR Tours booked through the pictoura.com website, GYDR tours booked through the GYDR NOW mobile application, and GYDR PRO subscription services. Long-term feature-release and product goals to be discussed subsequently.*

#### GYDR Tours booked through the pictoura.com website

The pictoura.com website is a fully functional and versatile venue for travel planners—and curious persons in general—to research destinations from around the globe, and throughout history. No online travel planning resource more clearly demonstrates a commitment to the time-honored maxim, "a picture is worth a thousand words." Amongst the World Gallery's vast inventory of images, a visitor can find thousands of restored historical photographs, great works of art, and rare historical mappings—in addition to a broad array of images that can be loosely categorized as Travel Photography. Each image is a key that opens many doors—to historical, cultural, and geographic information.

Before work began on the GYDR project, users were already able to create galleries composed of their own Travel Photography, as well as images drawn from the World Gallery. And they already had access to a powerful tool for sharing their travel adventures with others: Travelogues. A Travelogue is a collection of geo-tagged journal entries, each of which may be accompanied by a collection of geo-tagged images. A completed Travelogue charts the course

of a Travel Experience on an interactive map of the globe; it's a compelling way to share the story of a personal journey or, alternately, for a vacation package vendor (i.e. GYDR Pro, to be discussed in detail subsequently) to showcase an itinerary for prospective customers. This infrastructure fits the requirements of the GYDR project—already operational in our Staging Environment—like a glove. During onboarding (i.e. the series of forms a GYDR must complete in order to sign-up) GYDRs specify the specific geographical areas where they intend to offer services and they create their initial tour offerings—each of which may utilize our Travelogue feature, readily available to all user-types, to build visually-rich interactive tour itineraries.

To illustrate, in detail, how this feature might be utilized, let's examine an interactive tour itinerary constructed by one of our test-subject GYDRs: Anna Moloney is a prospective GYDR that plans to offer tours organized around the cultural, historical, and culinary highlights of Chicago—and enhanced by the happiness and well-being research she conducted while studying positive psychology and business at the University of Michigan. She created a “Chicago Food + Drink Tour” that has 6 tour stops and spans a ten block by ten block area of downtown Chicago; it starts at City Gallery in the Historic Water Tower, North Michigan Avenue, and ends at Garrett Popcorn Shops, also on North Michigan Avenue. A visitor to the tour page would see a bird's eye view of the tour itinerary (i.e. a jagged zig-zag line, numbered at the corners) illustrated on an interactive map of Chicago; to the right-side of the interactive map they would see the location information for the currently selected tour stop flanked by carousel controls (i.e. arrow-buttons commonly used to page between items on a webpage); underneath the interactive map they would see a collection of images related to each tour stop. A user might zoom out on the map to see how far their hotel is from the meeting location (i.e. tour stop #1), or scroll through the tour stop information panels using the carousel controls—each time triggering the map to re-center on the tour stop now under examination, with the corresponding images for that tour stop now displayed underneath. For the first tour stop (i.e. meeting location) they would see some images of the “City Gallery in the Historic Water Tower” that Anna had selected from the World Gallery's inventory, and for subsequent tour stops—such as Firecakes Donuts on West Hubbard Street—they would see that she uploaded some images of the food selections herself, forever connecting each image to a precise set of geo-coordinates and a story about Chicago and the plucky University of Michigan graduate that loved sharing its culinary delights with others. In the future those user-uploaded images might be utilized by a different GYDR, or possibly even the restaurant itself (see the GYDR Pro subscription services section).

Furthermore, each GYDR profile page, as well as each tour page, may (optionally) also feature a video uploaded by the GYDR. The potential of these videos should not be underestimated (and will be discussed at length subsequently); a simple personal statement coming from a place of sincerity has the potential to form an intimate connection with a traveler before introductions have even been made, and a more ambitious production showcasing a location or activity, like all videos on the internet, has the potential to spread like a virus through cyberspace—especially if it gets a helping hand (more on this later).

All of this media (image and video) will be readily accessible via the World Gallery map, and searchable via the pre-existing image taxonomy. While video integration and GYDR recruitment is still pending, it doesn't take a lot of imagination to see how this total system will provide a compelling way to explore the world in general, and research travel plans specifically. We're offering people a way to *meaningfully* engage with a specific geographical location that can accommodate all levels of interest: a dilettante may browse the images simply to admire them, and then become engaged with a locale through the accompanying textual information—which may, in turn, prompt them to dive deeper by watching a GYDR video, and, ultimately, they may decide to dive all the way down, as far as they can go, with the personal assistance of a GYDR that they can trust.

But that's just one of the existing avenues for a traveler and a GYDR to find one another. Travelers can search for and identify GYDRs and GYDR tours by availability, interest category, biographical details related to work experience or background, as well as geographical location. And, if they don't see the tour they want, they can find a GYDR in the same general location, or area of interest, and make a special request for a Custom Tour to be made to specification. All of the mechanics of tour scheduling, booking, and payment processing will be seamlessly coordinated through the pictoura.com website, as will communication regarding tours via a Real Time Messaging system with email and text-message integration.

We have ambitions to make the matchmaking process much more proactive in the near-term. For example, we fully intend to exploit the “social graph” of users that sign-up with social media accounts to make GYDR and GYDR tour recommendations that may have gone unnoticed otherwise; we might even be able to recommend assets to regular

users that might qualify them for GYDR status using this data. A user's "social graph" is the web of connections—friendships, acquaintances, workplace associations, alumni memberships, hobbies, favorite television shows and movies, etc.—that a person has online with people and things directly, and indirectly through surrogates. Online services like Facebook readily make this information available; it's just going to take some time and effort to make it useful. Furthermore, in the long-term we may wish to pursue many other possibilities for proactive matchmaking presently inaccessible because of our limited resources, and requiring innovations not yet devised; speculation regarding what these proactive matchmaking methodologies might look like appears subsequently in this document.

#### GYDR tours booked through the GYDR NOW mobile application

The GYDR NOW mobile application—for iOS and Android smartphones—is a tremendously important product goal in the near-term, and even more so in the long-term. With few exceptions, features available to GYDRs and travelers through the pictoura.com website will also be available through the mobile app. Users will be able to access GYDR profile and GYDR tour information through the World Gallery as previously described, and search for and identify GYDRs based on the same set of criteria: availability, interest category, biographical details related to work experience or background, as well as geographical location. Tour scheduling, booking, payment processing, and communications functionality will also be replicated.

Admittedly, some features available through the pictoura.com website may not translate to the mobile platform without major modifications that decrease utility and ease of use, such as the interactive tour itinerary builder tool (i.e. Travelogues). On the plus side, however, Global Positioning System (GPS) and push notification functionality will make the GYDR NOW mobile application the preferred platform for many tour booking use cases. For example, imagine a use case where a traveler finds themselves a bit flustered in a particularly confusing section of a foreign city where they do not know the language; in that moment of panic and distress, the utility of the GYDR NOW mobile app would be tremendous. GYDRs in a city that have a high number of foreign tourists might offer "lifesaver" tours, euphemistically named of course, wherein they would prominently note their foreign language skill-set and their proven track record of coming through in the clutch. Which is to say nothing of the broad range of scenarios where "on demand" tours might prove handy that aren't quite so dire. Virtually any activity that a traveler might engage in could potentially benefit from the "on demand" assistance of a GYDR. At the risk of belaboring the point, let's imagine a Japanese tourist shopping at an outlet shopping center in the United States; imagine their delight when they find a Japanese language speaker in the vicinity with a strong fashion sense, great familiarity with that particular shopping center, an amiable personality, and immediate availability!

Of course, our hypothetical Japanese tourist might not have thought about this possibility ahead of time. In this use case, the utility of smartphone push notification functionality—the ability of apps to send people alerts—would achieve an apotheosis of sorts. Other app providers are already offering similar services. Four Square's app, for example, monitors your geo-coordinates and proactively provides you with suggestions based on the information they have gathered about your interests; consequently, a Four Square user who is a known lover of Mexican cuisine might get an alert that "Diego's Taqueria has great reviews" when they enter the Stockade District of Kingston.

We're of the opinion that individual people—properly understood in terms of their unique backgrounds, idiosyncrasies, and skills—represent a much more exciting, powerful, and lucrative, application for this kind of user experience than restaurants. Of course, if we want to really actualize the full potential of this concept we will need to develop methodologies and innovations requiring resources, determination, and imagination. We don't know what it would look like exactly—not yet. However, we still have a vast expanse of unexplored territory currently visible between us and that far-away horizon. Consider this use case (visible, but just barely): a GYDR NOW mobile app that fully leveraged the power of your "social graph" and was also integrated with your Kindle Reader feed could tell you that the town you're visiting on holiday has an "on demand" book club tour offered by a Classics Professor who's an expert on the Iliad (a book you're currently reading), that he went to your alma mater (Vassar College), and that you both like watching Game of Thrones. If you have the afternoon free, you just might decide to meet him in a coffee shop for a chat—and Pictoura would collect its booking fee for making it happen.

Putting aside all speculation about how this kind of service might function and be understood in the far future, we fully believe that the public is ready for a first iteration right now—at this moment. The closest analogues on offer in the digital marketplace today are Uber—the mobile application that radically transformed the taxi-cab industry by introducing the "sharing economy" business model—and Four Square (referenced above). Over the last few years

Uber has enjoyed a phenomenal amount of success and taken center-stage in the urban zeitgeist; Four Square, likewise, is beloved by millions (despite its difficulties with monetization). There is no uncertainty regarding this point: people already understand what kind of a service this is, and they want it.

#### GYDR PRO subscription services

*The term GYDR Pro subscription services should be understood as a general category including all providers of Travel Experiences, and amenities (broadly defined to include lodging), who will be required to pay subscription fees. When implemented, GYDR Pro subscription services may be parsed into sub-categories.*

Basic, free of charge, GYDR accounts are for individuals and businesses whose primary (nearly exclusive) intent is to use our booking system and communication tools. GYDRs may not use those accounts to advertise services that do not meet this base-line requirement. Travel Experience, and amenities, providers who do not meet this requirement may utilize the GYDR platform via GYDR Pro subscriptions only. GYDR Pro subscribers will receive a supplemental feature-set, not available to normal GYDRs, as well as video production support provided by Pictoura (additional fees applicable on a case-by-case basis). Consequently, individuals and businesses that qualify as GYDRs might also choose to become GYDR Pro subscribers.

The supplemental GYDR Pro exclusive feature-set will include enhanced listings and/or marketing tools designed to satisfy the requirements of Travel Professionals (e.g. tour operators, travel agents, and travel consultants)—but may also be desirable for other Travel Experience providers. Possible enhanced listing and marketing features include the ability to control the look and feel of profile and tour pages (effectively branding them), social media integration embedded into profile and tour pages, direct marketing emails to travelers that indicate a matching interest, inclusion in Pictoura's social media video feeds, or simply the ability to showcase multiple videos on the same page. The possibilities are literally endless. The selection of the first group of supplemental features will grow naturally out of an on-going conversation with Travel Professionals regarding their needs; at the present moment those selection decisions are still pending.

We will likely offer *a la carte* video production support (i.e. Pictoura approved camera crew scheduling for on-sight visits, and editing services performed remotely at our CCOs Manhattan studio space) to basic GYDR accounts on a case-by-case basis. But it's also probable that some video production support may come bundled with a subscription fee contract. The details of how these arrangements will be orchestrated have yet to be determined.

Naturally, the first cadre of GYDR Pro subscribers will be culled from the ranks of conventional Travel Professionals, with some ambitious GYDRs in the mix. But, we think, once the platform has matured, that many less intuitive candidates may elect to avail themselves of these services. GYDR Pro subscriptions are a natural fit for any business that counts travelers amongst its clientele. Some obvious second-wave GYDR Pros include hotels, restaurants, and cruise lines.

It's easy to imagine how the good word about GYDR might spread into the nooks and crannies of the travel industry. A picturesque sea-side town, with a small but thriving tourism industry, might host several GYDRs, who might (naturally) recommend a cozy bed & breakfast to their clients. After a few referrals like that, our hypothetical bed & breakfast may see the value in creating their own GYDR Pro listing—effectively putting their business on the (World Gallery) map.

Subscription fee rates will be determined according to, but not exclusively by, the following criteria: business type, annual revenue, primary intent of use (i.e. to what extent, if any, will they utilize our booking system). Of course, we intend to devise general guidelines regarding the rates that will be charged; however, ultimately, we will reserve the right to amend the policy on a case-by-case basis. GYDR Pro subscription services will be applicable to a very broad range of individuals and businesses using the service to offer Travel Experiences and amenities with a lot of variety. Consequently, devising a solid set of guidelines will represent a serious challenge; devising a perfect set of guidelines is simply an impossibility. On the one hand, we might have a rock climbing instructor that does intend to use our booking system but also wants to advertise their phone number and email so people can contact them directly: this is someone who really lines up with the true spirit of what a GYDR is. On the other hand, we might have a major hotel chain that wants to upload a commercial video for every city on the eastern seaboard. It's going to be a pain to figure out the proper policies; but if we find ourselves in the position where we have such a wide assortment of eager customers we will consider ourselves lucky.

## *New York: Where GYDR Will Be Born*

With the possible exceptions of London and Paris, no metro area in the world is more quintessentially *modern* than New York—and in many other ways it has no peer. No place in the world can lay claim to a more iconic skyline, or a cultural milieu of such vibrant complexity, or a more central role in such a wide variety of industries: finance, media, art, fashion, technology and entertainment. For these reasons, among many others, we believe it to be the perfect launching pad for the GYDR concept, brand, and products.

Admittedly, some circumstantial qualities, accidents of propinquity, have also influenced this selection. Pictoura's main office is located in the scenic mid-Hudson Valley, in an uptown Kingston neighborhood with real historical significance. The Stockade District, a mere eight blocks in size, is a thriving visitor-friendly enclave that takes a special pride in the preservation of early colonial history and boasts a chronology of American architecture spanning four centuries. Residents of the surrounding communities have access to the kind of mental repose that naturally accompanies the shattering beauty of nature in the Catskills; but, at the same time, the gravity of New York City can still be felt—the urgency of commerce, and the sense of exceptionalism.

Our headquarters was established in Kingston simply because our founder is a long-time stakeholder in the community. But we see many advantages in retaining this location as a home-base. An analysis of demographic trends clearly demonstrates that innovation and cultural primogeniture often follows the flow of population into areas with low rents and artistic cache. We believe something similar may be happening, or could potentially happen, in the Hudson Valley—where a burgeoning tech scene is taking root in soil richly steeped in aesthetic and counter-cultural influences.

Furthermore, we also intend to maintain a satellite office, or offices, in New York City. Our Chief Creative Officer, Morgan Miller, currently maintains studio space in the heart of New York City's Financial District—a literal stone's throw away from the premises of the Freedom Tower. The same facilities, equipment, and skills, used by Morgan for media production (both image and video) in the fashion and art worlds can and will serve us for Pictoura's media production requirements. This satellite office also serves as a centrally located venue for face-to-face interactions with financiers, and a broad assortment of creative types in New York City's technology, arts, and fashion communities. It's a place where cross-disciplinary connections can be made, and creativity effortlessly segues into commerce.

Moving forward with the GYDR Initiative, and Pictoura's Projects in general, we fully intend to maintain our presence in both locations: the mid-Hudson Valley and Manhattan. It just feels right. Maybe Billy Joel said it best:

*Some folks like to get away  
Take a holiday from the neighborhood  
Hop a flight to Miami Beach  
Or to Hollywood  
But I'm taking a Greyhound  
On the Hudson River Line  
I'm in a New York state of mind*

## *Ancillary Products: GYDR Finds Hidden Treasure*

Much of the foregoing discussion has used the term “product” in a somewhat figurate sense. A tour booked through the pictoura.com website is a product in the same sense that a tweet in a Twitter feed, or a Facebook post, is a product; it's generally understood that, within the domain of social media websites, the word “product” is a near synonym for “service”—and vice versa. However, it's important to take note that Pictoura's product line also includes a physical item, full of rich textures, and warmth: fine art canvas prints. Granted, the World Gallery is a wonderful way to access images from around the world and appreciate the power of Travel Photography to transport and inspire... But, it seems to us that an online company that wishes to champion the power of photography should also acknowledge the power of the art form in its native incarnation: print media you can touch, and ink you can smell. We've elected to go above and beyond the mere acknowledgement incumbent upon any admirer of the craft; we've decided to pay loving tribute.

Our fine art canvas prints are a delight to behold: “200 year inks”—so named because they are designed to stand up for generations—on a canvas material produced by a German company with a 500-year history of dedicated service to Continental artisans, etched with crisp colors and remarkably high resolution. Currently a canvas print of any image in the World Gallery may be purchased by clicking its accompanying “Buy a Print” button with the order fulfilled by our partner CanvasPop (hands down the best online producer of canvas prints and art prints in the world). Canvas print orders may also be placed through Pictoura’s listings on eBay and fulfilled by Pictoura’s Kingston office staff.

In the future we may be able to generate revenue from canvas print sales through a surrogate product: The Souvinart™ Image Center. These are prototype kiosk touch devices (bundled with Epson Stylus Pro ink jet printers) that could potentially be leased to museum gift shops, or any facility that counts tourists among its clientele. Prints would be sold on location, with the images drawn from our World Gallery catalogue and/or a customized library created by the leasee. Upkeep and management of the system would be relatively simple for facility staff, and the profit margins sizable. We believe these kiosks could function as the supplemental component of one (or multiple) potential GYDR Pro subscription sub-category targeted at second-wave GYDR Pros, who own facilities, and are willing to sign an extended contract.

Additionally, we have also decided to pay a fitting tribute to photographic print media via one of its most endearing formats: the photo album. Our prototype Book Builder application may be used to turn any collection of images (e.g. a Travelogue, an image gallery, a GYDR tour itinerary) into a handsome, leather-bound, custom printed, coffee table sized, book order—fulfilled by Bridgeport National Bindery. We believe these keepsakes could potentially function as valued add-on items for GYDR tours. It’s conceivable that, if we arrange for rate discounts or other considerations to be supplied, GYDRs could become our best salesmen.

### *Supporting Activities: Additional Items On GYDR’s Agenda*

*A brief discussion regarding the World Gallery, “growth hacking” initiatives, and “branded content.”*

The schedule of products described in the foregoing GYDR – Products/Services section constitutes our primary objectives during the initial product launch period. However, the product goals therein described implicitly depend on a large docket of supporting activities. The resources allocated for those activities, and when those activities should begin, will be determined subsequent to the current round of financing, and in conversation with personnel whose services have yet to be retained (see *Hiring Plan*). However, it might behoove us to foreground a few critical supporting activities that will likely require resources at some point during the initial product launch period.

One major secondary software development objective, a supporting activity that would support our primary goals during the initial product launch period, could be a second iteration of the World Gallery. As the foregoing discussion has no doubt made clear, the World Gallery forms the core of the pictoura.com website, and functions as an incubator for the vacation fantasizing and travel dreaming that proceeds travel *planning* and *booking*. We know, with some certainty, that we will need to integrate GYDR profile and tour videos into the World Gallery as part and parcel with the first item on our initial schedule of products: GYDR tours booked through the pictoura.com website. But, above and beyond that key feature upgrade, we may decide to introduce other improvements. We think it’s good as is; but we have ambitions to make it even more spectacular, and more alluring, for the curious onlooker. Still pending discussions regarding how the World Gallery might be improved, in terms of aesthetics, ease of use, and functionality, will take place between software development staff and personnel tasked with Marketing and User Experience design.

At least some of that discussion will happen within the context of a much larger discussion regarding another critical supporting activity: “growth hacking.” “Growth hacking” is somewhat of a buzz word within internet marketing circles, but there is some real substance behind the term that becomes apparent once you begin to unpack it. A hacker of anything—whether the to-be-hacked object is a piece of home electronics equipment owned by the hacker or someone else’s computer network (i.e. an illegal hacking target, rightly frowned upon by society)—is someone that wants to understand how a complex device/system works, and how it can be taken apart and put back together so as to work in a way that its original creators had not intended. In the case of a “growth hacker” that system is the internet *in toto*—the physical infrastructure, and technical specifications, as well as all the online services offered by competing organizations. The “growth hacker’s” objective is to game the system for his/her benefit (i.e. to get more

users)—to subtly jigger the dams, levies, cisterns, and pumps that control the flow of information and user-ship on the internet.

A good concrete example of a successful “growth hacking” initiative can be gleaned from the early history of Airbnb. In order to gain access to Craigslist’s vast user-base—while also preserving their distinctive brand identity and feature-set superiority—Airbnb devised a method to enable their users to auto-post to Craigslist, from their own website, that involved reverse engineering Craigslist’s posting mechanisms: a very complicated procedure, requiring many technical details, that a traditional marketer would not have been able to imagine.

Retaining a person (or persons) qualified to spearhead our “growth hacking” initiatives will be an important early goal (see *Hiring Plan*); it has to be someone with a very unique set of natural inclinations (e.g. curiosity, tenacity, and qualities of intelligence related to pattern recognition and gestalt perception) and hard skills (e.g. fundamentals of marketing, and enough technical acumen to facilitate a productive collaboration with software development staff). But we think that some candidates for the role may nominate themselves. We suspect that most competent “growth hackers” would agree that Pictoura’s platform is rife with potential: its constellation of geo-tagged images, geo-tagged videos, and interstitial social networking functionality, places it at the crossroads of *many* physical and cybernetic highways and byways. Consequently, finding additional good “growth hacking” targets may present less of a challenge than winnowing down the options to only the most desirable.

To cite a conspicuous target that immediately springs to mind: a “growth hacker” might utilize other platforms to disseminate our GYDR profile and tour videos—in the same way that Airbnb offered its users an auto-post to Craigslist option. The most obvious candidate platform, of course, is You Tube: the internet’s most prolific purveyor of user-generated video content. To be sure, this prospective integration would require some technical skills, but it would also require a good bit of traditional marketing and strategy planning—as well as work overlapping the purview of User Experience design. Furthermore, our hypothetical “growth hacker” would need to make a lot of decisions regarding how to craft our *messaging*: if all video uploads should be included by default, what video screening requirements prudence demands, if videos should be separated by category into separate channels, if You Tube comment threads should be integrated into the World Gallery video dialogs (a feature that might possibly get rolled into the larger overhaul discussed above), how all of these video-related decisions connect with the larger goal of building the GYDR brand, etc.

Regardless of what person (or persons) formulate and execute our “growth hacking” initiatives, they will likely work in close collaboration with our Chief Creative Officer and the video production staff under his supervision. We fully intend to provide our GYDRs with script guidelines, pro tips, and video-production related documentation that will empower them to produce their best videos; the person (or persons) charged with implementing our “growth hacking” initiatives will, naturally, also be involved with the production of these materials because we understand the absolutely crucial role our videos will serve in spreading the good word about GYDR and growing the user-base. These videos will most directly serve to introduce the public to particular GYDRs and GYDR tours—but there is no escaping the reality that these videos will also do the same for the GYDR brand in general.

There will likely be instances where we choose to emphasize that secondary function by taking a more direct role in the production of videos for GYDRs and GYDR tours. Whether we choose to emphasize it or not these videos are a species of “branded content”—media that may be consumed for the primary purpose of entertainment, education, or inspiration, that also, implicitly, constitutes a “soft sell” for the corporate interest that sponsored it (i.e. Pictoura). In certain rare cases, we might encounter a GYDR with an especially compelling or inspirational story—a story that might greatly benefit from some special assistance. For example, the inspiring true-life story of Hee Ah Lee—a woman born with only four fingers who, against all odds, became a concert-level pianist—would (if a high-quality video hadn’t already been produced about her and if she were inclined to join our ranks of GYDRs) qualify as the kind of content that might benefit from some video production and editing support from Pictoura, even if she lacked the resources to purchase that support. And that’s just one example; the world is full of many similar stories about human beings achieving great things in the face of tremendous odds—stories that would promote the GYDR brand in a genuine way, without being cynically exploitative. These promotional activities would be genuine because they line up so directly with what we’re about: making meaningful connections between people, that may not have happened otherwise, is the core component of our product/service—it’s the *raison d’être* of GYDR.

## *After GYDR's First Steps: What Dreams May Come*

The foregoing discussion of Pictoura's objectives for the GYDR initiative, and the GYDR ecosystem (i.e. the Pictoura ecosystem), covered a wide swath of territory—which will take many thousands of hours of focused and dedicated work to fully explore. But—even as we acknowledge the dangers of putting the cart before the horse—we recognize that it's absolutely crucial for us to articulate a vision for the company in the long term, both internally and externally.

More than anything, what we're selling is an idea with the potential to proliferate—what evolutionary biologist Richard Dawkins called a *meme* (the cultural counterpart to biology's gene). It's the seed of a new way of learning and living—one that we believe has the potential to spread throughout the collective consciousness. But the idea didn't spring forth *sui generis* out of an empty void; it emerged naturally out of the dialectic between society and its technological creations—which is a more complex and nuanced way of saying that we wouldn't have invented it if the infrastructure weren't already available and if other companies (e.g. Airbnb and Uber) hadn't blazed the trail for us. Furthermore, the maturation of the idea won't take place in a void either; it's our hope that the GYDRs and travelers who use our products will be more than just customers—that they will be our partners in its development.

Most directly, that means asking our customers pointed questions about who they are, and what it is that they want (or think they want) out of GYDR, and life in general. Granted, people may not have a natural inclination to indulge us in these research activities. However, our products/services will supply us with some obvious leverage: discounts and credits that can be applied to tours and tour-related products. With proper incentives in place, a wide variety of tools might be used to achieve our research goals: everything from simple online questionnaires about what our customers liked and did not like about their selected tour, or the experience of giving a tour, to complex psychological assessments devised by contracted professionals. Somewhere therein we would also likely employ a variant on traditional A/B testing: presenting travelers with different versions of faux GYDR tours, GYDR profiles, as well as other prospective products, and asking them to explain why one option is more appealing than another.

All of those research activities would certainly help us deliver the kinds of Travel Experiences our customers know they want; but they would also provide us with a way to engage them in a conversation about less intuitive applications for the GYDR concept. People already possess clarity regarding their need for a GYDR when they are out of their element: in an unfamiliar location where they do not understand the culture, or engaging in an activity of interest where they have little knowledge. However, it may be harder for them to imagine that the same frame of mind indigenous to conventional Travel Experiences might also be appropriate close to home—that GYDR isn't just a companion suitable for a journey or special event, but a stalwart assistant in their day-to-day lives as well. It will be incumbent upon us to demonstrate the existence of this additional GYDR dimension for them.

Speculation regarding what the total realization of GYDR's potential would look like—and how we might implement the GYDR concept in a way that would represent a radical departure from the foregoing discussion—requires us to reference circumstances, methodologies, and technologies, still shrouded in mystery, as all things still undreamt necessarily must be. More than anything, these speculations revolve around the assumption that we will be able to forge an intimate relationship between GYDR and the public at large, that people will learn to understand GYDR as an extension of their own capacity for self-actualization: the innate drive to become everything that one is capable of becoming, and to know one's true self.

This intimate relationship would grow organically as we refined our techniques for extracting data about the populace, in terms of both demographics and individuals, and would only reach maturity if, and when, we achieve a quantum leap in the ability to synthesize meaning out of that data (i.e. the ability to apply complex algorithms, infused with sociological and psychological insights regarding the realization of human potentials, to that data). Such a remit would require us to break new ground in many fields of human inquiry traditionally reserved for academia: the social sciences, applied philosophy, and artificial intelligence. But, we think, after a certain point, the metamorphosis of GYDR into a true vehicle for self-actualization would start to gather inertia: after people see GYDR's seed take root and begin to blossom—as evidenced by powerful, transformative, experiences in their own lives—they will become our willing co-conspirators in the process, eager to supply us with the kind of data and encouragements that will help us help *them*.

What we're talking about here is something much bigger than one product (i.e. GYDR), or one company (i.e. Pictoura), or one commercial modality (i.e. the "sharing economy"). The advent of the internet was, indisputably, the catalyst for a revolution in the economic and social spheres of human civilization; but it could also, in time, do the same for the personal sphere: the orientation of individual human beings towards their own lives. This sketch of one possible future for GYDR is fundamentally optimistic; it is undergirded by an unshakeable faith in both the human race—that, deep down, we really do want to be a great people—and the power of technology to liberate us. But it's a faith grounded in an objective appraisal of reality. Amongst the ranks of persons who have achieved admirable things and, in so doing, became inspirations to others, many could point to pivotal moments when they read the right book at the right time, or met the right person who told them exactly what they needed to hear, or chanced upon an exciting new vocation or craft or discipline that would become their life's work. If technology can give us the power to split the atom, communicate instantaneously with any point on the globe, and send a man to the moon, why can't it help us find those pivotal moments?

Of course, that distant Shangri-La lies at the end of a very long and windy road. However, standing on our doorstep, knapsack at the ready and boots still unworn, we needn't fret about the likelihood of failure; should we gather the courage to step onto the road before us, we need only aim for the horizon, secure in the knowledge that all of life is an experiment—and, if that is our fate, we must do the best we can.

## Hiring Plan

*"The meeting of two personalities is like the contact of two chemical substances: if there is any reaction, both are transformed."* – Carl Gustav Jung

A core premise of the GYDR project is that great things can be accomplished when individuals—properly understood in terms of their unique backgrounds, idiosyncrasies, and skills—are matched with the right situations. We think it's obvious that a company advocating that point of view should execute a staffing strategy that is consistent with that premise. Furthermore, while less obvious, we believe it to be equally true that the corporate entity under construction itself should also be understood in the same vein; it too is an individual with a unique background, idiosyncrasies, and skills—even if it's personhood is technically a fiction. And, at the risk of belaboring this point, it must be noted that we expect more from our investors than just their money; consequently, that premise holds equally true for them as well. Accordingly, our hiring plan should be understood as a fluid construct; we understand what our goals are, we understand what human resources are currently available to us, and we understand what human resource deficits require our urgent attention—but we also know that the dogmatic adherence to an organizational schematic is not our surest route to success.

Some organizational restructuring, however, can be, from our current vantage point, predicted with some degree of certainty. For instance, Jim Edelstein, the Chief Executive Officer (CEO) of Pictoura during its preliminary prototyping phase, is eager to set aside some of the managerial, fiduciary, and spokesman responsibilities incumbent to the CEO position and, instead, apply the full force of his talents and energy to the implementation of our software development objectives. Consequently, it is likely that, after we close the current round of financing, he will take on the title of Chief Technical Officer (CTO). Furthermore, we believe our current Chief Creative Officer (CCO), Morgan Miller, to be a suitable candidate to fill the resulting vacancy. Morgan is already shouldering some of the duties traditionally assigned to the CEO position: spearheading the current round of financing with relentless conviction, painting a compelling vision for the company's future, and carefully planning early objectives. Also, he has many qualities, not currently being utilized to the fullest, that also recommend him for the position; it's self-evident that the skill-set he derives from a tremendously varied background in marketing, business, the arts, and media production, is peculiarly well suited for the leadership of the specific kind of company that we want to build.

Notwithstanding all of the above noted virtues, Morgan is equally prepared to step aside and allow someone else to take the helm. We intend to give careful consideration to the input of shareholders holding sizable ownership stakes in the company. Any proffered candidate for the CEO role with a proven track record of successfully shepherding start-ups through their growth pangs would warrant serious consideration. We understand how delicate beginnings are, and how pivotal the role will be during this early juncture. But, in addition to the standard retinue of qualifications, it's vitally important to us that an outside candidate properly connects with the full scope of our ambitions and can deliver our mission statement with the kind of force and conviction that can only come from a true believer.

Of course, if a person currently unassociated with the project were chosen to fill the CEO role, that person's secondary skills—those skills which lie outside the realm of managerial and leadership core competencies—would represent an unknown variable of great significance. If this person were to possess expertise in software development—in terms of coding proficiency and project management—and/or if they had experience with marketing, brand building or media production, it seems likely that this person could lighten the workload of either our CTO, or CCO. Furthermore, it's not totally outside the realm of possibility that the hypothetical CEO under discussion might possess proficiencies overlapping the wheelhouse of both.

If any of the above scenarios were to play out (which seems as likely as not), we would, naturally, deprioritize the hiring of a person from outside the organization to spearhead our “growth hacking” initiatives. As previously explained in detail (see *Supporting Activities*), we believe the implementation of our software development objectives during this early juncture should be informed by the kind of strategic planning that comes from a person (or persons) that can evaluate the challenge of increasing our user base through the lens of both a marketing professional, and a technical expert, at the same time. But, that person might very well be our CEO him/herself or, alternately, it could be our CCO and CTO working closely together—possibly in collaboration with other staff. Furthermore, this flexible approach to aligning human resources with organizational objectives constitutes a principle applicable throughout the organization. To wit, a team member like Ray Dias—ostensibly responsible for software development tasks, but also demonstrably capable of making a meaningful contribution across the spectrum of creative, business development, and technical domains—could, conceivably, devote himself exclusively to coding responsibilities when development objectives are of paramount importance, but might optionally be tasked with formulating and/or executing objectives related to internal and external communications, knowledge management, or “growth hacking.”

Of course, many additional staffing-related variables will only become known where, and when, the rubber meets the road. The most significant new hire, to be determined subsequent to the selection of a CEO, will be a person in charge of the recruitment, and support, of GYDRs and travelers: the (tentatively titled) Director of GYDR Support. Naturally, since GYDR recruitment is intimately intertwined with marketing and brand building, this person will work closely with our CCO and, depending on their skill-set, might possibly be charged with the execution of other creative and marketing objectives as well. Additionally, we will definitely need to hire staff involved with software development (broadly understood to include UX and web design) and personnel, reporting directly to the Director of GYDR Support, who will provide customer support (broadly understood to include GYDR recruitment). We expect the former group (i.e. software development) to take precedence initially, as these staff members might be optionally utilized in less-technical capacities. Furthermore, we suspect that individuals with primary responsibilities rooted in a customer support role might also be suitable for activities related to marketing, under the direction of our CCO. At some point, certainly, a contingent of employees devoted exclusively to marketing will be introduced into the fold; but our first cadre of staff will likely not include many of them. Likewise, we anticipate the need for media production support and content creation staff; but our first cadre of staff, with the notable exception of our CCO, is unlikely to include employees targeting this skills deficit—although we may allocate a portion of the budget for obtaining these services on a contract basis from third parties.

These *Hiring Plan* notes should be understood as the first salvo of an ongoing conversation regarding the establishment of a productive workplace culture, and best practices for obtaining and retaining vital human resources. This conversation will truly begin, in earnest, when the roster of our team gets a bit more rounded out. But, we think, these initial remarks should suffice for the time being. This much should be clear: the unique characteristics of our business (i.e. the GYDR concept, brand, and products) require us—for both practical and ethical reasons—to think creatively about the policies which govern our internal organization. There is no real analogue for the kind of relationship we are trying to forge with the public—as an intimate partner on their personal journeys of self-actualization. A sensible first step towards that goal has to be a workplace culture and organizational strategy that mimics, to whatever extent is feasible, the tenor of that relationship. Specifically, that means finding ways to creatively and flexibly align the company's skills deficits with its human resources, and to promote a culture conducive to the realization of the company's potential, as well as its employees.

## *Competition*

As previously discussed (see *The GYDR Ecosystem*), the Online Travel Agency (OTA) industry is dominated by two companies—Expedia and Priceline—and the multitude of subsidiaries that they control. The meat and potatoes of their revenue is, and always has been, booking fees collected from hoteliers and transportation providers (e.g. airlines). However, by virtue of their dominance in those arenas, they naturally exert a great deal of influence across many other online travel service domains: vacation package vendors, travel agents, travel consultants, etc. Accordingly, any online travel services provider must count them as competitors; but, we do not believe that they are our *direct* competitors, and, for the purposes of the present discussion, we do believe that they may safely be disregarded.

It was never our intention to *directly* contest the big OTAs' hegemony over online booking fees for transportation and lodging. In an industry where scale and brand recognition are of such massive significance, it would be foolhardy to do so. Instead we built tools for *planning* and *sharing* that, collectively, constitute an incubator for the vacation fantasizing and travel dreaming that proceeds booking—a strategy that only tangentially intersects their areas of dominance. We want to provide travelers with a different kind of Travel Experience life-cycle—one that has been neglected hitherto by the big OTAs. Furthermore, GYDR is a breakthrough concept that, we believe, has the potential to transcend the online travel industry altogether.

However, the GYDR service, narrowly understood as an online tour guide provider stocked with a preponderance of laymen, does have some direct competition. We have chosen to foreground three such companies that ostensibly operate within GYDR's bailiwick: Viator, Vayable, and Airbnb Experiences.

### Viator

Viator is the world's leading Online Travel Agency (OTA) focused primarily on providing travelers with tours and activities. Founded in 1995, it is also, by a large margin, the oldest online service provider for tours and activities. Furthermore, following its acquisition by TripAdvisor (a "spun off" Expedia brand) in 2014, it also has the considerable resources of its parent company at its disposal.

Viator works with local operators to set up travelers with "curated" tours, and activities spread out amongst 1,500 destinations around the world. These tours and activities can be booked online in advance through the Viator Tours & Activities App. Viator also provides these tours and activities through more than 3,000 affiliate partners, including airlines, hotels, and travel agencies.

### Vayable

Vayable, founded in April 2011, is the current standard bearer for the P2P (peer to peer) online tour guide marketplace. The Vayable marketplace currently boasts more than 5,000 guides in 900 destinations worldwide.

It should be noted that Vayable has slowly shifted their focus away from their inventory of pre-made tours. Instead, some of their tour guides have been rebranded "Insiders" and tasked with providing custom tour itineraries and/or logistical assistance (e.g. help with lodging and transportation booking), based on information provided via a one-minute survey that gauges customer interests and travel style. Travelers are charged a \$45 trip development fee whether they accept the Insider's proffered package or not.

### Airbnb Experiences

Airbnb achieved tremendous success with their implementation of the "sharing economy" business model in the hospitality industry. Since their customers naturally include a large number of persons with a potential interest in tour guide services, it is not surprising that they have identified the "sharing economy" opportunity vis-à-vis tours and activities. In many instances, the same person supplying travelers with accommodations might also be able to provide them with Travel Experiences.

Their initial foray into this arena has, thus far, been restricted to a pilot program dubbed "Airbnb Experiences" that is only available to travelers already utilizing Airbnb for lodging, and only in a select handful of cities: San

Francisco, London, and Paris. Currently, Airbnb Experience listings are not searchable, nor are they integrated with rental listings.

### *Our Advantages – Why There is No Competition*

It's generally understood within the travel industry that the tour guide profession has very deep and respectable roots—which should be studied and learned from. But, even within the much shallower history of online tour guide providers there are many lessons to be derived from the travails of others. Consequently, each of the companies foregrounded above—selected as a fair representation of the larger cohort of GYDR's potential competition—has something to teach us.

A review of Viator's twenty-year history—the story of a technology company, with travel industry clients, that evolved into a provider of “curated” tours and activities for travelers—yields many valuable lessons vis-à-vis building and maintaining relationships with a far-flung cohort of local tour operators, as well as a network of global affiliates (e.g. AAA, American Express, British Airways, Lonely Planet, and Qantas). But, besides their impressive operational and logistical accomplishments, a more fundamental lesson can be derived from their ability to identify, target, and carefully cultivate, a neglected market segment. During the late 1990s and early 2000s “destination activities” did not constitute the lowest hanging fruit on the proverbial vine; while a glut of companies honed in on airline tickets, hotels, and rental cars, Viator elected to aim ahead of the curve and establish themselves in a nascent sector that required more patience, and some measure of imagination. We believe that, in the year 2016, we've identified a similarly neglected and misunderstood market segment: the broad spectrum of valuable real world human connections—still only dimly discernable—made possible for the first time by a rapidly evolving technological landscape.

Of course, we're not totally alone in identifying this general trend—even if, as we will essay momentarily, we are peerless by a more exacting set of criteria. Vayable's example is particularly instructive for us because they have already achieved a moderate amount of success by applying the “sharing economy” business model to create a marketplace of laymen tour guides. To a limited extent, their continued growth, modest though it may be, constitutes a kind of proof of concept for our own business. Vayable very clearly advocated the point of view that sometimes people in search of “destination activities” prefer an authentic experience with a local resident, rather than a more formal arrangement offered by a professional tour operator—and many people responded favorably to the sentiment.

Airbnb's tentative steps into the “destination activities” arena via its pilot program—the eponymously named Airbnb Experiences—strongly suggests that other big players in the “sharing economy” and/or travel industry have likely also taken note that the message of Vayable, and analogous companies not mentioned here, resonates with travelers. At the very least, we can say with certainty that companies in those market sectors should be paying attention: Airbnb is a real trailblazer in the hospitality industry (i.e. a subset of the travel industry) and an exemplar of how to execute the “sharing economy” business model. Consequently, their furtive probing should be interpreted as a bellwether by others.

The ranks of those “others,” of course, includes our own company: Pictoura. But, we believe the scope of our ambitions, the clarity of our vision, and the peculiar inheritance of our pre-GYDR project prototyping period, marks us as a different breed from our competitors and potential competitors alike. It is our sincere hope that, in the not too distant future, it will become obvious to all observers that any similarities GYDR has with the current offerings of the companies profiled herein are, predominantly, superficial. It's true that a hypothetical traveler might one day find themselves in a position where they must decide if a Pictoura provided Travel Experience is preferable to an alternative provided by Viator, or Vayable, or Airbnb. And, it is also true that, like Vayable and numerous analogues have already done, we do intend to construct a marketplace of unique, local hosted, Travel Experiences. But, like the ethereal substance of Travel Experiences, our true business proposition can't be so easily boiled down to such material components.

Our ambitions far exceed what a casual onlooker might perceive during the initial product launch period; such a person might only see, purely and simply, an online tour guide provider stocked with a preponderance of laymen. But any person that attempted to meaningfully engage us in a dialogue about what we were building, or bothered to investigate the proverbial fine print, would understand that we've adopted the vocabulary of the online travel services industry—the words “tour” and “guide”—as a convenience only, the necessary starting point for the

unfoldment of plans that can't exist in reality at the moment, but that, we hope, will one day become a taken for granted fact of life. GYDR is not just a synonym for tour guide. It's the seed of a new way of *learning* and *living*—and a new to make meaningful connections in the real world. It is our hope that, in the fullness of time, all travelers on the road of life will realize that they are GYDRs too.

As had been explained prior to this document section with different words, the demand for idiosyncratically unique experiences that meaningfully satisfy the natural yearning of all human beings for the fullest expression of their mind's enlightenment and spirit's expansion has always existed alongside the ability, in the possession of fellow human beings, to satiate that demand; but the exchange of money for those satiating experiences rarely happened because the “transaction costs” involved in those people finding one another were too high, and the chances too slim. We are now living in a world, because of technological, social, and cultural processes, where—with the proper combination of talent, determination, and technology—it is conceivable that these “transaction costs” might be sufficiently reduced so as to allow many more of these kind of exchanges to occur.

We know our business proposition sounds somewhat abstract and surreal when you reduce it to its leanest formulation—as we have just now done. But so do many other aspects of day-to-day life in the modern world when you are forced to spell them out; for example, no one questions the validity of the business proposition behind the online advertising lead generation marketplace—despite the convoluted conceptual web that informs it. Likewise, our business proposition is equally apprehensible by most persons who are willing to expend the energy required.

Of course, we also need to communicate this business proposition to the general public—many of which have barely enough energy to manage their own affairs, much less ponder abstruse concepts. Which is why, it must be noted that—in addition to huge methodological and technological challenges—our mission statement implies an educational challenge: our products, our marketing, and our explicit communications vis-à-vis our mission statement, need to slowly acculturate the public to the reality we are trying to build for them. As much as anything else, we believe our ability, and intent, to surmount this pedagogical hurdle sets us apart from the companies foregrounded above. To some extent, this Business Plan is, in itself, the proof for the validity of that belief. Dear reader, surely, if you have come this far with us, the message contained herein must have connected with you in some way—and if we have succeeded thusly, there is reason to believe that we will also be able to succeed in other venues as well.

The truth is that no one can know with absolute confidence whether a thing can be done before an attempt has been made. In such cases, a person needs to make an educated guess, informed by logic and available evidence to some extent—but also, inevitably, informed by intuition as well. Please indulge us, and soften your focus for a moment... and observe GYDR within the context of its ecosystem—ensconced in a dense web of *planning* and *sharing* tools (e.g. the world gallery, travelogues, book builder, etc.) that fully leverage the power of Travel Photography—and armed with the core values of its brand identity: *freedom* in one hand, and *self-expression* in the other. Does it *feel* right? Search your feelings, you know it to be true... It does.

We are in a classic “go big or go home” type of situation. In order for the GYDR concept, brand, and products, to really function in the way that this Business Plan has outlined they will need to achieve the sort of saturation in the collective consciousness of society that has not been achieved by any of the above foregrounded competitors—neither Viator, or Vayable, or Airbnb Experiences. Of course, the last of those examples is just a pilot program sponsored by a company that really has entered the rarified stratosphere of brands that are included within the cultural lexicon. For example, recently, a character from HBO's *Silicon Valley*, a comedy television show, casually used the phrase, “I've been Airbnb-ing my condo, to pay the mortgage.” In many ways our real work, the true fulfillment of our ambitions, will only properly begin when, and if, the GYDR brand achieves a similar ubiquity: a situation wherein that same character might offhandedly use the phrase, “Man, I think I need a GYDR”—and no one bats an eyelash.

So, while it is true that, in some instances, we may end up poaching business from the companies foregrounded in this section, it is also true that, if we want to achieve success by our own standards, the great bulk of our business has to come from the vast multitudes of people that were never going to utilize the offerings of Viator, Vayable, or Airbnb Experiences. All of those companies, as well as other notable entries omitted here, are worthy case studies for analysis and may, in the near-term, technically, represent competition. But it's important that we remember, even

as we compete with them, that in terms of our long-term aspirations, we are not even playing the same game—much less in the same arena. It’s fair to say that—from that perspective, at this moment—we have no competition.

### *Exit Strategy*

Any exit opportunity with the potential to benefit all stakeholders would warrant careful consideration. For example, after the GYDR project is properly established, Pictoura will become a tremendously desirable acquisition target for large corporations operating within the Travel & Tourism sector. Furthermore, as previously asserted, we believe GYDR to be a breakthrough concept that transcends the traditional categories applicable to online travel service providers. Consequently, it is reasonable to speculate that corporate powerhouses with primary interests in other arenas (e.g. Google, Facebook) will also be eager to extend favorable terms of acquisition. We believe the rationale behind the acquisition of Pictoura by that second group of corporations to be obvious: when, and if, GYDR causes a truly colossal tidal wave in the Travel & Tourism sector all large corporate interests affected, even if only tangentially, will be forced to take notice. But, acquisition scenarios involving that first group—those corporations that focus on Travel & Tourism specifically—might benefit from some further discussion.

Certainly, a scenario wherein Airbnb acquires Pictoura seems the most intuitive. Pictoura’s GYDR project was, to some extent, inspired by Airbnb’s example and, furthermore, Airbnb has demonstrated a commitment to diversifying its portfolio of “hyperlocal” product offerings via acquisitions. In 2012, they enhanced their ability to offer travelers access to information regarding very specific geographical areas via the acquisition of a city guide company that aggregates curated information, as well as a company running a location-based question and answer platform. A fully functional GYDR service would increase the depth of Airbnb’s “hyperlocal” expertise by many orders of magnitude.

The acquisition of Pictoura by one of the big Online Travel Agencies (OTAs) is also a strong possibility. As previously discussed (see *The GYDR Ecosystem*), Expedia and Priceline dominate the online lodging and transportation marketplace, and also exert a considerable degree of influence over related online travel services by virtue of that dominance. GYDR tour integrations could potentially strengthen many of their current product offerings. However, TripAdvisor (formerly an Expedia brand) is the OTA with the clearest motivation for acquisition; because they own Viator, the largest online provider of “curated” tour guide services, the success of the GYDR project would, most likely, have a clear impact on their current revenue stream.

Aside from exit opportunities involving acquisitions, we also recognize the existence of scenarios wherein a public offering might become advantageous. We intend to carefully prepare for this possibility because we understand the nature of our core, implicit, obligation to investors—that we will strive to convert their capital and good faith into something of greater value than the sum of those parts. Accordingly, we must acknowledge that an IPO could become the best way to do so; most obviously, because a liquid asset is inherently more desirable (all other factors being equal) than the inverse, but also because an IPO might be our surest route to success if we find ourselves in a situation where rapidly raising capital is desirable. Furthermore, as has been explained at length, in order for our ambitions vis-à-vis the GYDR project to be fully realized, the GYDR concept must attain a rare level of public exposure and, perhaps more importantly, a meaningful depth of understanding within the context of that exposure. An IPO is exactly the kind of corporate event that could facilitate that goal by raising GYDR’s (i.e. Pictoura’s) profile and prestige.

We are eager to engage our investors in an ongoing and forthright dialogue regarding all of these topics. Our team is fully dedicated to the success of Pictoura, and the exploration of the GYDR concept’s many applications; but we understand that good fortune might take many forms, and that our exit strategy should be both flexible and informed by input from all concerned parties.