LookOut!

Business Plan

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00.) CONTENTS

01.) EXECUTIVE SUMMARY

LookOut communicates comprehensive, reliable park information to users in a quick and easy medium. Guarantee that you're always safe, prepared, and aware of all the great things that nearby parks have to offer!

The idea for Lookout sprouted from a personal experience. I spend a lot of time outdoors, biking from spot to spot whether it be for birdwatching, hikes, runs, or anything else. I live in a city where there are plenty of parks, and thus plenty of new places for me to explore. Most people, including myself, when going to a new park would simply look it up on Google Maps to get information on directions, hours, and a general sense of quality. This was the case when I headed to Belle Isle Marsh in Boston. Once there, I quickly learned that there was more information that I should have known beforehand. The park was absolutely overrun by mosquitoes, to such an extent that it was unbearable to stand still or even walk. Despite a high google maps rating, and being a clearly great, scenic park, my experience at Belle Isle Marsh was unpleasant and brief. If I had somehow known about this mosquito situation, I could have dressed appropriately, and packed bug spray.

This is just one example of the lack of relevant park information that google maps and similar apps are able to provide. LookOut analyzes open source data, GIS-centric algorithms, and crowd-sourced information to present users with comprehensive, yet simple visualizations – catered to their needs and interests – about the parks they want to visit. This allows our customers to get all the information they need, without needing to learn it the hard way. Examples include environmental risks like mosquitoes and flooding, social risks like crime reports and disruptive events, as well as positive features including unique wildlife sightings or special events. Our hope is to make the ups and downs of the great outdoors a more accessible and safe experience for all!

02.) OPPORTUNITY

I: MARKET ANALYSIS

The digital mapping market is a dynamic one, with major players like Google Maps, Apple and Esri dominating, while lots of smaller businesses are active. It has a forecasted growth rate (CAGR) of 12% in the 2024-2029 forecasted period[1], and is worth 28.3 billion USD as of 2024. Google Maps dominates over 60% of the market, while competing apps such as Waze are below a single percent. With advancements in AI and machine learning technology, the market is ripe for innovation, although mostly existing products are innovating themselves. Nonetheless, new and more accessible technology has led to a growth in startups, mainly as accessories to existing mapping software. The barrier to entry for this market is relatively low, but hard to expand beyond a small share.

Figure 1a: Industry Analysis

	Facts/Data	**Industry Score**
Target Industry / Segment Niche & Growth Rate	12% Growth / 28.3 Billion USD	☆☆☆☆
Favorable Trends	Lots of new technology making new things possible, more and more people have access to this information; increased need for safety information	☆☆☆☆
Competitive Intensity	Dominated by google maps, not many other medium-small scale apps	☆☆☆
Presence of Winners	Broad niches are dominated, but good amount of alternatives (Google maps, apple maps, waze)	☆☆☆

[1] https://www.marketsandmarkets.com/Market-Reports/digital-map-market-174129746.html

Startups and M&A Activity	Not a ton of startups; most new things are features for existing apps – not many lower level, accessible apps being made	☆☆
Positive Technology Trends	AI and increased data-gathering means creating our app would be easier than ever before	☆☆☆☆☆
Strong Channels to Reach Customers	Local Sponsorships and the App Store are widely accessible; physical advertisements will go a long way	☆☆☆☆☆
Barriers to Entry	Will take a while to grow credibility in the market, but once that lands, the rest should fall into place	☆☆☆☆

What our market analysis revealed to us was that the market has an open niche. Many digital mapping softwares are concerned with risks and externalities, but these are rather technical programs intended to be used professionally in large-scale planning projects. Apps like Waze and Google Maps are primarily intended for navigation, only including externalities that affect traffic and roads. Citizen's niche is neighborhood safety, AllTrails is hiking path navigation, TripAdvisor and Yelp's are general quality reviews. No product is focused on presenting environmental risks and externalities in an accessible manner.

II: BEACHHEAD MARKET

Choosing a beachhead market for LookOut was a crucial step in understanding how we could best achieve our goals at a reasonable scale. For one, we chose to focus our data analysis and presentation specifically on parks. Parks are uniquely prone to the unexpected, and are underserved in the realm of information distribution. By focusing on parks, we're able to more clearly communicate and

differentiate the data we analyze and present, and have a more straightforward role for customers. This decision led us to our beachhead market location – Austin, Texas.

We wanted to choose a city that met a few criteria. Lots of outdoor space, relatively high level and variety of potential risks, and high levels of new, generally younger foot traffic (tourists, students, new residents). Austin perfectly fits the bill. It is a major US city with over 11% of its land dedicated to parks, and with almost 70% of its population living within a 10 minute walk of a park[2]. Furthermore, it is located in an area that faces varied risks such as heat and sun exposure, temperature swings, flooding, heat waves, droughts, pollution, and wildfires. The city has seen consistent population growth, and has a relatively low age group.

Figure 2A: Beachhead Market

	Boston	**Austin**	**New York**	**New Orleans**
1. Economically Attractive	☆☆☆☆	☆☆☆☆	☆☆☆☆☆	☆☆
2. Strong Value Proposition	☆☆☆	☆☆☆☆☆	☆☆☆☆	☆☆☆☆☆
3. Complete Product	☆☆☆☆☆	☆☆☆☆☆	☆☆☆	☆☆☆☆☆
4. Competition	☆☆☆☆	☆☆☆☆☆	☆☆☆	☆☆☆☆
5. Strategic Value	☆☆☆	☆☆☆☆☆	☆☆☆☆	☆☆☆☆☆
6. Personal Alignment	☆☆☆☆	☆☆☆☆☆	☆☆☆☆☆	☆☆☆☆☆
Overall Rating	☆☆☆☆	☆☆☆☆☆	☆☆☆	☆☆☆☆
Ranking	**3**	**1**	**4**	**2**

[2] https://www.mysanantonio.com/lifestyle/outdoors/article/austin-parks-19562662.php

Key Deciding Factors	Minimal environmental risks; limited customer base	Lots of potential risks, lots of potential customer bases, strong economy	Saturated market, different types of risks that are harder to track	Lots of potential risks, but limited economic opportunity

III: CUSTOMER PERSONAS

With our market niche analyzed and understood, and our beachhead market defined, our next step is understanding our potential customer base. This begins with a use-case analysis. Similar to our originating story, we foresee the following situation: someone is planning to go to a park in a new city and wants to make sure they are prepared. First, they check Google Maps and see the hours, overall rating, and directions. But, perhaps, they are curious if they should bring bug spray. They could spend time looking through reviews, or they could look up the local area online to see if anyone has written about bug issues. This could lead to a Reddit rabbit hole, or perhaps trawling through TripAdvisor and Yelp reviews as well. In the 10 or so minutes it took them to do this research, they could have run into the LookOut app, downloaded it, and checked for this information where it would be presented clearly and quickly in half the time. Customers have a perceived need of reliable, specific knowledge: should I pack bug spray for this park trip? They also have a latent need for their own ease: it takes a high level of time and effort to find out information like this. By having an app that provides them with this specific information reliably, in a quick and easy manner, LookOut solves this problem. Below are personas of potential customers:

Customer A: Omar is a 32 year-old software engineer who just moved to Austin for a new job. He is new to such an urban environment, and is very weary about safety when going out to walk his dog or when going for a run in the city. LookOut helps Omar quell any uncertainty he has, and lets him understand best what parks will work best for him, and what he needs to do to prepare. Now Omar can enjoy being in Austin stress-free!

Customer B: Cassandra is a 20 year-old student at UT Austin who loves to go for walks at night. LookOut helps Mary understand which parks are the safest at night for the times when she is walking alone, as well how busy it may be or how well-lit it is. Furthermore, Mary checks LookOut frequently to see if there are any special astronomical events to catch in Austin's night sky on her walks.

Customer C: Sam is a 25 year-old grad student coming to Austin on his spring break as part of his backpacking trip. He grew up near Austin, but knows that the trail systems nearby are rather inconsistent. Therefore, he keeps tabs by checking LookOut to see if any trails are flooded, closed, or under maintenance, as well as to get notifications about rare migratory bird sightings nearby. Luckily, he also checked before he had left, which helped him prepare by packing extra water, sunscreen, and bug spray!

These customers are what we imagine as the paradigmatic persona for a LookOut customer. Someone who is potentially new to Austin to some extent, who wants to spend some time outside, is wary of the potential risks associated with their journeys, and is curious about nearby events and serendipitous opportunities.

	Description	Segment / Share	Priority / Status
New Residents	Either folks who have already moved to Austin and are curious about their area, or those looking to move who want to get a sense for what the neighborhood is like.	A growth of ~60,000 new residents from 2023-2024	Austin, TX is the second fastest growing region in the U.S., only behind Jacksonville, FL.
Students	Young folks that are new to the city looking to explore beyond their campus.	~100,000 students, with ~20,000 new ones per year	Total enrollment at UT Austin has been creeping upward, growing 1.5% last year.

Outdoorsy Folks	Folks living in or near Austin who spend a lot of time on outdoor adventures who want a tool that can help them be prepared.	~60% of the Austin population is between 16 and 40	For folks between the age of 16 and 40, anywhere from 30-75% report spending time in nature several times a week.
Tourists	Folks visiting Austin looking to make the most of their visit, and looking for help preparing.	~27 million tourists per year	Austin has grown back to pre-pandemic levels of tourism by 2023, and continues to grow

03.) SOLUTION

LookOut! App Icon

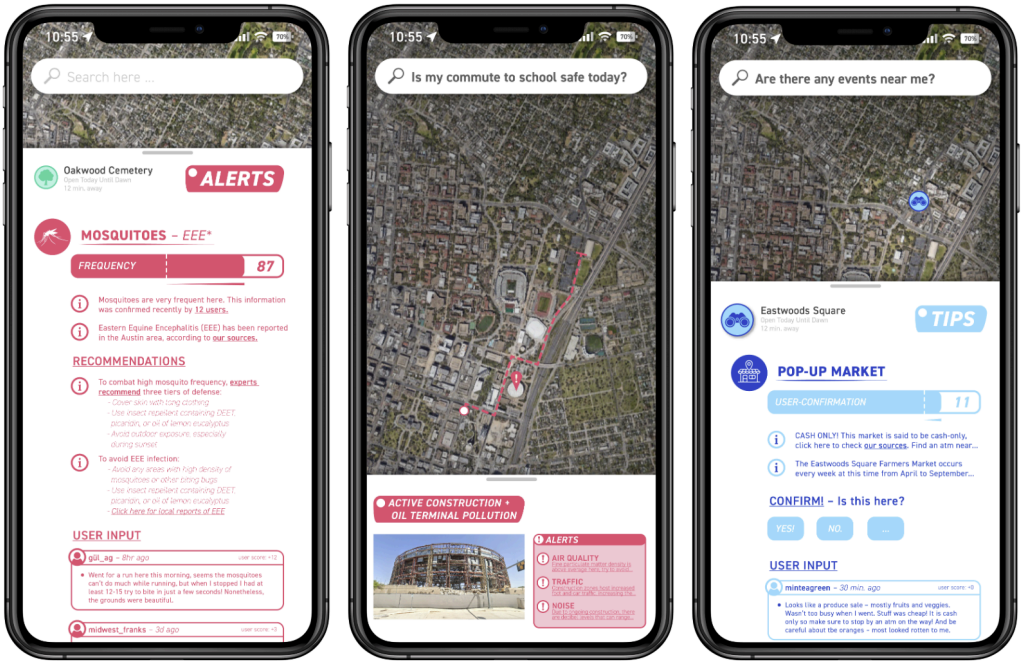
I: PRODUCT DESCRIPTION:

Enter, LookOut!

LookOut! is an app which presents all the information a customer could need before visiting a park. This goes beyond just closing times and directions, however. LookOut uses open data scraping, online reviews, and proprietary GIS software to present the customer with data they normally would not be able to find anywhere else.

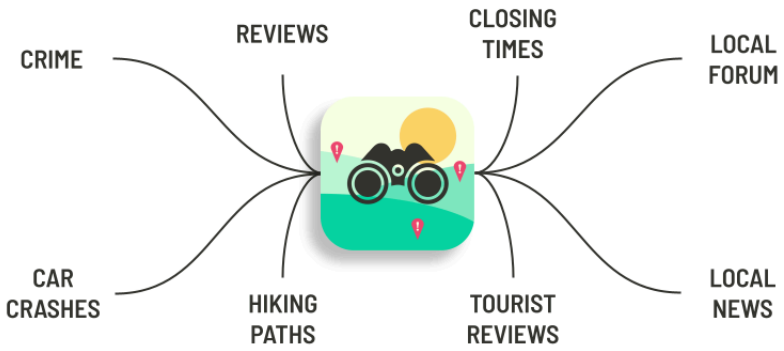
Data such as pollution hazards, environmental hazards, and other risks reported by other LookOut users are displayed in a concise and easy to understand format. When opening up the app, the customer is met with a satellite map of their surroundings, which displays callouts on the local parks. They can either navigate and research a specific area, or explore nearby options and their potential risks/benefits. In addition to data on parks, LookOut presents potential nearby hazards. Hazardous points are presented and can be expanded to see what specifically may be of concern.

In addition to these features, LookOut offers a Q/A box, where the customer can directly ask LookOut a question about their local parks and commutes. This way, we can ensure our customers' concerns and questions are answered quickly and concisely.



II: OUR CORE:

What allows LookOut to stand out, however, is the comprehensiveness and multidisciplinary data presented. While many of LookOut's competitors, such as Waze, AllTrails, and Yelp focus on a specific niche (car crashes, hiking paths, customer reviews), LookOut is able to combine these niches and focus it onto parks. Instead of jumping between several different apps to determine an answer to their question, the customer can instead just use LookOut.



In addition to hard data, gathered from Open Data sources and partnered corporations, LookOut gathers reviews from our customers. LookOut's customer database will create a network effect, with all of the customers operating on a similar niche. The strong field of customers that have similar outlooks on risk will cultivate a social network.

III: FIELD SURVEY:

Our managing team has conducted several surveys of potential customers, people we consider to be in our target demographic group. The primary takeaways were that our potential customers are highly interested in the product, will tolerate/not notice advertisements, but aren't willing to pay a cost for this product. They are interested in the diverse set of information that LookOut would be able to provide and think they would benefit from it. The primary uses seem to be tourism and park data.

IV: KEY ASSUMPTIONS:

We are operating under a few critical assumptions about this app. This is a very large amount of data that LookOut intends to present. We are assuming that managing and presenting this level of data is sustainable. Hopefully keeping that level of data isn't too expensive and taxing for our startup. We assume that we will have significant repeat customers and that our advertising partners will want to continue working with us as a result. Tied in with this assumption is that our repeat customers will continue to add reviews and help build the content and network effect we want to have.

V: MINIMUM VIABLE BUSINESS PRODUCT:

Before we can roll out to launch, LookOut needs an operating version of the app. The app, at MVBP, will need open-source data for parks in Austin to present the customer with a good amount of information. The information will need to be more comprehensive than Google Maps or any similar products, to begin to build a customer base on our core of "comprehensive data."

Features like reviews, hopefully beginning to build a network effect of repeat customers, is a later feature. Once we begin to build enough of a customer base, that feature can be rolled out to ensure its quality.

LookOut, beyond MVBP, will extend beyond Austin. Currently, we are hoping to advertise and create the customer base in Austin and naturally spread to similar demographic cities, such as San Francisco and New York.

04.) CUSTOMER ACQUISITION

I: NEXT 10 CUSTOMERS:

By identifying 10 potential customers, we were able to determine the success of our proposed Beachhead Market, End User Profile, Persona, Life Cycle Use Case, Product Specification, and CVP. These customers helped us answer crucial questions about how our app would be used and how it can expand in the future (See Figure 9A).

Customer 1: Omar - 32 year-old software engineer who just moved to Austin for a new job, weary about park safety for walks with his dog. As an Austin-transplant, Omar would appreciate the insider-info from LookOut.

Customer 2: Cassandra - 20 year-old student at UT Austin who loves to go for walks at night. Concerned with safety, Cassandra would turn to LookOut to identify well-lit parks.

Customer 3: Sam - 25 year-old grad student coming to Austin on his spring break as part of his backpacking trip. LookOut would help him prepare by bringing adequate sunscreen and bug spray.

Customer 4: Jaden - 38 year-old bike-enthusiast who frequently uses AllTrails to plan his cycling trips. He sees the benefit of using LookOut instead because he has been disappointed several times upon visiting a path only to learn that it is closed.

Customer 5: Elizabeth - 23 year-old runner training for her first marathon. She has to wake up early to meet her mileage before her 9-5 and plans to use LookOut to verify which parks are well-lit during the early morning hours.

Customer 6: Micah - 19-year old student at UT-Austin. As an avid Waze user, Micah foresees himself contributing to LookOut if there are quick and easy buttons to do so.

Customer 7: Kiki - 28 year-old tourist from the Northeast with a severe mosquito allergy. She can imagine using LookOut to determine which parks would pose the least amount of risk.

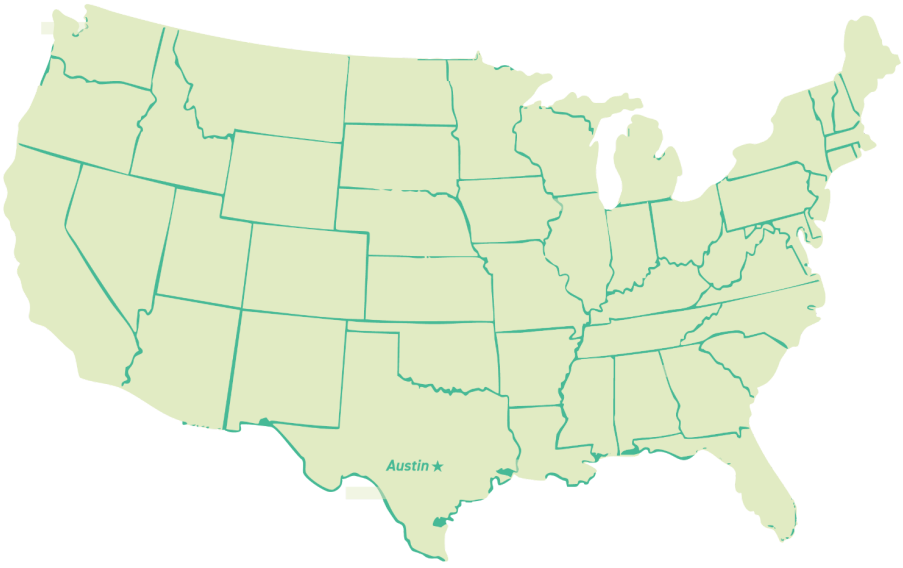
Customer 8: Loren - 26 year-old Austin-native who might not use LookOut in Austin, but would love to use it on her work trips to Houston and Dallas.

Customer 9: Sanjana - 30 year-old dog owner. She would use LookOut to find parks with expansive dog space.

Customer 10: Timothy - 36 year-old father who just moved to a new neighborhood. He would use LookOut to determine which parks have the best reviews for young children.

II: FOLLOW-ON MARKETS:

As discussed in Beachhead Market, LookOut will launch in Austin, TX due to its varied climate risks, young and growing population, and vast outdoor parks and activities. Once we successfully conquer our Beachhead Market, it is imperative to know which follow-on markets will be the most effective and successful. See Figure 14A for an in depth analysis of potential follow-on markets.



While we could focus on expanding to the surrounding suburbs and rural areas around Austin, the demographics, tourism, and activities found in urban areas are imperative to the success of LookOut. Thus, rather than growing in the areas directly surrounding Austin, LookOut plans to first expand to similar urban environments in Texas: San Antonio, Dallas, and Houston. While the makeup of these cities is somewhat different, they are all experiencing population growth, and they are all subject to similar risks due to their geographic location.

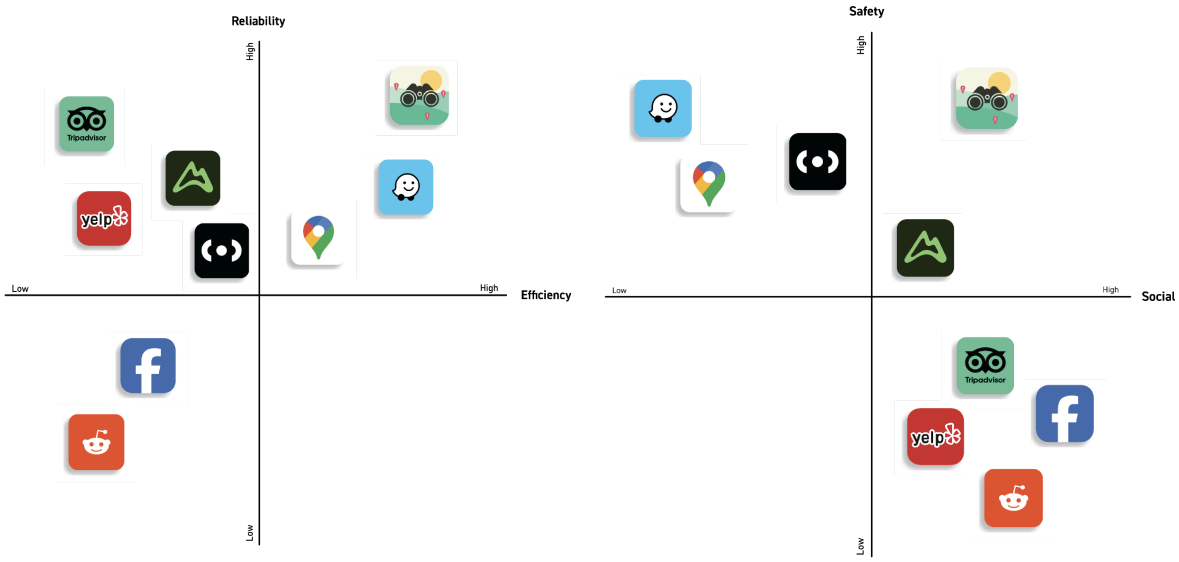
After successfully growing within Texas, LookOut can shift its focus to additional Southwestern cities like New Orleans, Phoenix, San Diego, and Los Angeles. These cities, largely along the coast or in the desert, pose similar and new risks that LookOut can identify. These cities are also prime for their growing populations and booming tourism. Though the demographics and activities of these cities vary, they all contain the key characteristics that will allow LookOut to thrive.

Finally, once LookOut has made its way through the Southwest, we can expand to other major US cities. Once again, the populations, tourism, and varied risks make urban areas top contenders for the expansion of LookOut. Additionally, once users are familiar with LookOut, they can take advantage of its growing presence across the country in their future travel plans.

III: COMPETITIVE POSITION:

While there are apps that tackle specific portions of what LookOut accomplishes, there is no competitor that combines each of these uses into one consolidated tool quite like LookOut. Some apps, like Waze and Citizen, utilize user input to focus on navigation and safety, but lack activity-based information. Other apps, like Reddit or Yelp, focus on specific restaurants or activities, but lack reliability and efficiency. Finally, AllTrails focuses on parks and paths, but is catered more towards navigation and reviews than safety or risks. LookOut combines the strengths of our competitors and eliminates their weaknesses by consolidating online references, crowd-sourced data, and GIS-algorithms into one location that clearly displays necessary information about urban parks without having to scan through multiple of the aforementioned apps.

Figure 11A: Perceptual Maps



Additionally, our brand identity distinguishes itself from existing competitors by clearly suggesting the app's use in its icon. While the other icons listed above are more abstract, LookOut clearly asserts its functionality as a park-related safety app through the use of greenery and risk icons (See Figure 11B).

IV: CUSTOMER'S DECISION MAKING UNIT:

Because the ultimate goal of LookOut is to create an efficient, reliable, and convenient app, requiring a paid membership would go against the company's ethos. So, while end users of LookOut are a key component of the customer's Decision Making Unit (Figure 12A), they are not the primary economic buyer— advertisers are. See our Business Model to understand how advertisers contribute to and power LookOut.

05.) BUSINESS MODEL

I: BUSINESS MODEL:

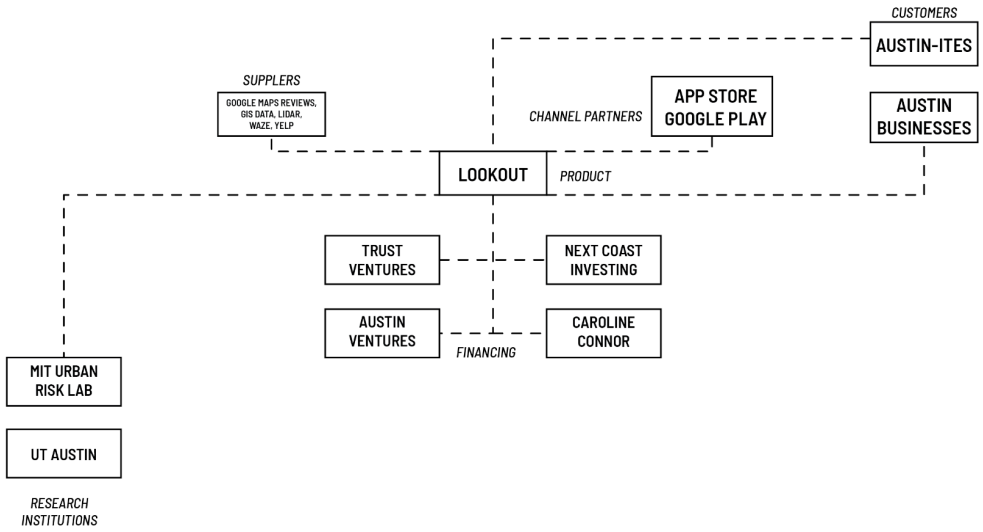
LookOut operates on an advertisement based business model, which enables the app to be funded through multiple revenue streams. The primary funding for the app is provided by local partnerships that promote their businesses directly through our platform. Advertising through our platform is available through packages starting as low as $2 per month. The package offers affordable and targeted marketing to promote relevant local businesses directly to app users. A key advantage of advertising through LookOut is direct user engagement and ad effectiveness that comes with utilizing our specialized database to target ads to consumers based on their location, user preferences and activity. An additional stream of revenue we will incorporate into our business model is data monetization. Selling information to third parties will provide LookOut with additional financial support. The advertising model also allows LookOut and our partners the flexibility to advertise in response to seasonal events or promotions which may be of interest to our user base. Ultimately, the goal is to use advertisements as a way to enrich the user experience, by combining the app's functionality with opportunities to explore and engage with the community.

II: OPERATING MODEL:

LookOuts operating model prioritizes a closed loop system to create and manage the app. Our team of internal software engineers will utilize information collected by compiling open source data, GIS, and online references to build LookOut. Our unique, comprehensive and specialized database will continuously monitor user feedback and actions to further refine the user experience. This system also allows us to collect unique data about our users which enables us to tailor content and advertisements to the individual needs of our app users. Likewise, customer support will also be handled directly through our app with a team of customer service agents trained to actively handle app related issues. Not only does the closed loop system allow us to pilot a smoother user experience but it reinforces our commitment to user privacy and safety. Our operating model further ensures that the information provided on LookOut is consistent and reliable.

III: POSITIONING OUR VENTURE:

Figure 15B: Positioning Our Venture



The LookOut App is a tool for users to gain insight and navigate environmental risk data at ease. LookOut leverages open source data, scraped data, and online references into a comprehensive specialized database. Our database allows us to deliver real time, reliable and location based information directly to app users. LookOut can be downloaded for free via the app store. The primary customer for LookOut includes outdoor enthusiasts, however, LookOut can be a useful tool for anyone seeking a safer and easier trip. Funding primarily comes from venture capitalists interested in expanding their portfolios in areas like innovative environmental safety tools. Funding from our partners including Trust Ventures, Next Coast Ventures and Austin Ventures allows the LookOut app to continue to advance its growth and development.

06.) TEAM

I: KEY ROLES:

Figure 23A: The Team

Nicholas Alonzo
Founder & CEO
Wetlands Researcher

Olivia Tine
CFO
Business Dev., Tiny Peach

Nicole Roach
Marketing Director
Marketing Associate, Utile

Jackson Franks
R&D Director
GIS Researcher, NEU

Founder & CEO: The original visionary for LookOut and the leader of its execution. This founding leadership position is responsible for building and managing the LookOut team, defining the business strategy, and piloting the early stages of business growth and development.

CFO: The role of our CFO is to work alongside the CEO acting as the financial strategist for LookOuts success. It is important during the early stages of development that LookOut is able to scale responsibly. The CFO helps to steer business towards profitability by financial modeling and acquiring funding from our venture partners to support LookOuts continued growth.

Marketing Director: LookOuts marketing director plays a significant role in driving the growth, visibility and user adoption of the final product. They are responsible for building the overall marketing strategy by working alongside our team to identify the best ways to reach our target audience. Ultimately curating LookOuts unique brand development and strengthening LookOuts performance in the market.

Director of Research & Development: Our R & D director is the driver for LookOuts innovative edge. They are responsible for generating and evaluating ideas based on market research, needs and gaps to optimize the value for LookOuts success.

Nicholas Alonzo
Board Member
Founder & CEO, LookOut!

Olivia Tine
Board Member
CFO, LookOut!

Lizzie Yarina
Chairman of the Board
Director, MIT Urban Risk Lab

Michael Tian
Board Member
Vice President, Next Coast Ventures

Taylor Patterson
Board Member
Venture Partner, Trust Ventures

Board of Directors: Our team of Board of Directors have been elected to provide strategic oversight to ensure LookOut is on track for long term success. The board representatives work to ensure LookOut maintains its mission by offering expertise from various backgrounds to assist LookOut in key areas and decision making crucial for business development and growth.

07.) CONCLUSION

The idea for LookOut came from a simple experience with pesky mosquitoes, but has blossomed into a complex tool that will revolutionize safety and recreation. Lookout! will consolidate and visualize crowd-sourced data, GIS-centric algorithms, and online references into one simple tool that clearly displays necessary information about urban parks without having to scan through reviews, photos and forums. With Lookout!, users will learn local insight in one quick and convenient location.

Our team is confident that LookOut will bring necessary safety and knowledge to Austin's outdoor community due to our in-depth market analysis, competitive business positioning, and experienced team members. With your help, we can Keep Austin Safe!

08.) ALL FIGURES

Figure 0: Customer Value Proposition

Project Name	**LookOut**
Project Solution	Easy, reliable, and accessible information about park safety, risks, and opportunities.
Target Customers	Outdoorsy folks; city-newcomers; wary young adults
Target Buyers	Advertisers; local businesses, universities, outdoor-focused companies
Project Benefits	Saves time while providing more reliable and accurate information; encourages users to go outside more with less stress; makes users aware of opportunities
Project Differentiators	Ease-of-use, data-analysis and presentation

Figure 1a: Industry Analysis

	Facts/Data	**Industry Score**
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Competitive Intensity	Dominated by google maps, not many other medium-small scale	☆☆☆

	apps	
Presence of Winners	Broad niches are dominated, but good amount of alternatives (Google maps, apple maps, waze)	☆☆☆
Startups and M&A Activity	Not a ton of startups; most new things are features for existing apps – not many lower level, accessible apps being made	☆☆
Positive Technology Trends	AI and increased data-gathering means creating our app would be easier than ever before	☆☆☆☆☆
Strong Channels to Reach Customers	Local Sponsorships and the App Store are widely accessible; physical advertisements will go a long way	☆☆☆☆☆
Barriers to Entry	Will take a while to grow credibility in the market, but once that lands, the rest should fall into place	☆☆☆☆

Figure 1B: Company Analysis

	Waze	**Citizen**	**All Trails**
Revenue	High	Med	Med
Sales Growth	High	Low	High
Market Position	Low	Med	High
Operating Profit	High	Med	High
Employees	High	Med	Med

Product / Tech Trends	High	Med	Med
Market Focus / Expansion Trends	High	Med	Med
Quality of Senior Management	High	Med	High
Quality of Senior Management	High	High	Med
Quality of Financial Position & Investors	High	Low	Med
Overall Assessment	High	Med	High

Figure 2A: Beachhead Market

	Boston	Austin	New York	New Orleans
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Key Deciding Factors	Minimal environmental risks; limited customer base	Lots of potential risks, lots of potential customer bases, strong economy	Saturated market, different types of risks that are harder to track	Lots of potential risks, but limited economic opportunity

Figure 2B: Positioning Your Venture

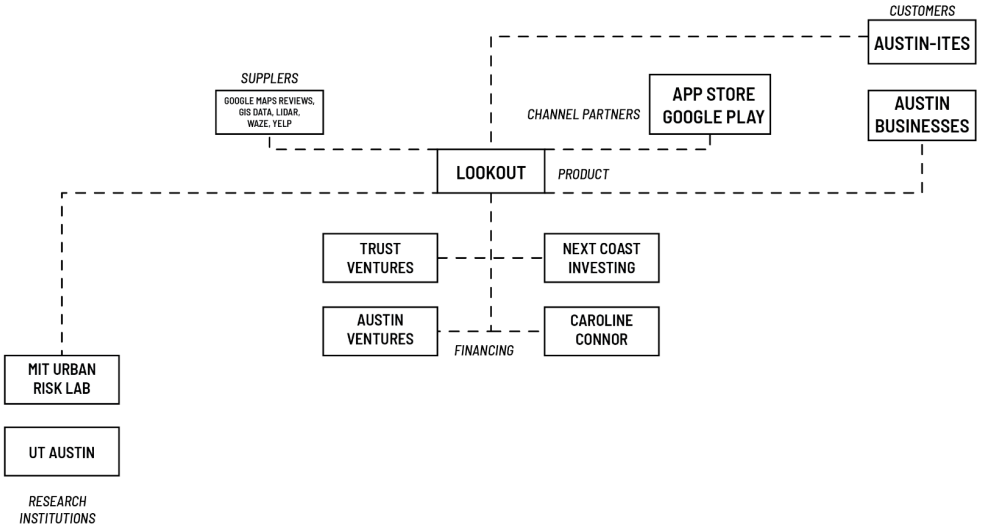


Figure 3A: Customer Use Cases

	Before	During	After
Use Case 1 (Risks)	Perceived: Packing and planning backpacking trip Latent: Easy, reliable information to help prepare	Perceived: Find information Latent: Parse the important parts	Perceived: Continued updates on risks Latent: N/A
Use Case 2 (Positives)	Perceived: Packing and planning	Perceived: Accurate Information	Perceived: Remember Experience for next

	backpacking trip **Latent:** Easy, reliable information to help prepare	**Latent:** Unknown opportunities	time **Latent:** Potential examples elsewhere

Figure 3B: Product or Service Concept

Customer Needs, Benefits:	Implementation Design Points
Easy access to information	Prioritized info, visually organized via icons
Reliable Data	Easily accessible sources, can expand information
Time-sensitive Information	Notifications and alerts

Figure 5A: Customer Persona

Sam is a 25 year-old grad student coming to Austin on his spring break as part of his backpacking trip. He grew up near Austin, but knows that the trail systems nearby are rather inconsistent. Therefore, he keeps tabs by checking LookOut to see if any trails are flooded, closed, or under maintenance, as well as to get notifications about rare migratory bird sightings nearby. Luckily, he also checked before he had left, which helped him prepare by packing extra water, sunscreen, and bug spray!

- Entry-Level Income ($70,000), Male, Single
- Outdoorsy, online, explorative, spontaneous
- Prefers not to spend money, prefers to spend less time on phone

Figure 6A: Life Cycle Use Case

Stage #	**1**	**2**	**3**	**4**	**7**	**8**	**10**
Action	How do they determine their needs? What is their catalyst to	How do they find out about their options?	How do they analyze their options?	How do they acquire your product?	How do they use / get value from your product?	How do they determine the value they gain from your	How do they tell others about your product?

	take action?					product?	
Who is involved?	Users might be trying to research information, frustrated about the amount of effort and time wasted.	Either broad googling, or word of mouth from friends. Could have heard from an ad.	Most are free apps, so a trial run of each. Word of mouth.	App store, users.	Users	Users	Showing them the app, sending screenshots, talking about it.
When?	Before a trip, before moving.	Before a trip, before moving.	Before a trip, before moving.	N/A	N/A	N/A	After trips, during trips.
Where?	Could be on site, or at home.	Could be on site, or at home.	Could be on site, or at home.	App store	N/A	N/A	N/A
How?	Googling, checking existing apps	Googling, checking existing apps	Most are free apps, so a trial run of each. Word of mouth.	Free download onto smartphone.	Check on the phone, location-based.	Comparing it to time used to find info elsewhere	Showing them the app, sending screenshots, talking about it.
Misc.	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Figure 7A: High Level Product Specification

	Citizen	**AllTrails**	**LookOut!**
What customer segment are they targeting?	Urban and suburban families who are concerned with crime.	Outdoorsy-type hikers.	Outdoorsy tourists, travelers, and new residents of a new city.
What is the primary benefit to that group?	Repeat customers who often come back to the same app.	Strong referral and word-of-mouth culture among hikers.	Unfamiliar with the area, will quickly look online for assistance.
Is the primary benefit in alignment with the features & function?	Yes	Yes	Yes
What is unique about the product? Is it clear from the high-level description?	Ability to aggregate crime data and collect real-time user reports.	Off-road trail information not available on other sources.	Data aggregated from a number of different sources and associated with individual parks.
What did you like about it?	The collective	Good information for	High connectivity

	reporting by app users allowed the app to be updated quickly.	hikers, such as elevation and typical travel time.	with other app users to aggregate reviews.
What didn't you like about it?	The collective reporting by app users was often false or unsubstantiated, without data to back it up.	No connectivity with other app users.	-

	Citizen	**AllTrails**	**LookOut!**
Features	Medium	Medium	High
Functions	Very High	Medium	High
Benefits	Medium	High	Very High

Figure 7B: Visual Representation of Product

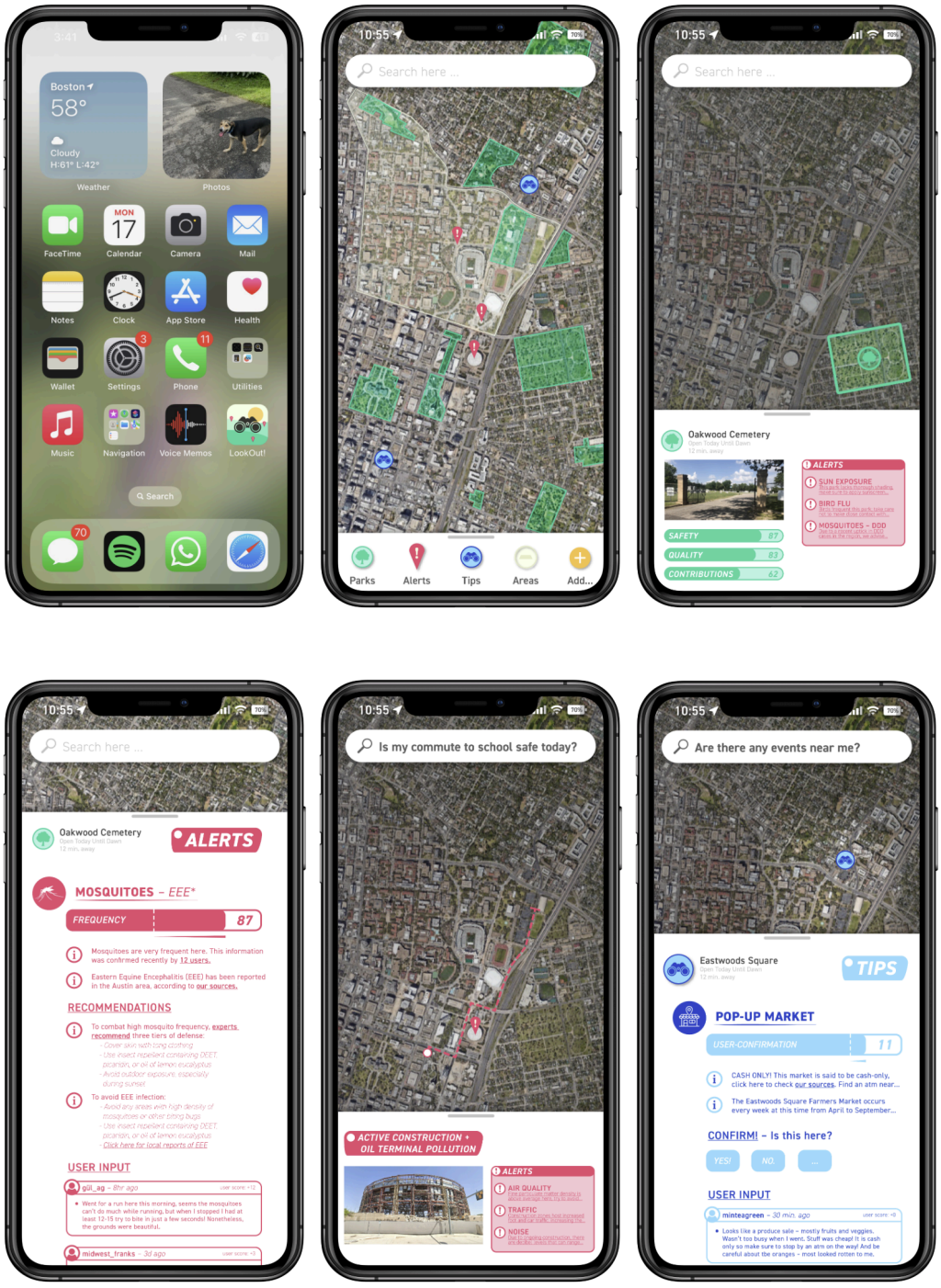


Figure 7C: Product Alignment with Persona

	How will you deliver a new level of value with respect to this priority?	**What features address this priority?**	**What functions address this priority?**	**What benefits address this priority?**
Persona's #1 (Omar) Priority: Park Safety	Mapping crime information	Risk Alerts		
Persona's #2 (Cassandra) Priority: Park Information	Taking customer reviews on park	Customer Reviews		Aggregated information.
Persona's #3 (Sam) Priority: Trail Conditions	Mapping weather conditions and past data	GIS-software calculations.		

Figure 8A: Defining the Customer Value Proposition

	Persona #1 (Omar)	**Persona #2 (Cassandra)**	**Persona #3 (Sam)**
#1 Priority	Park Safety	Park Information	Trail Conditions
"As-Is" State	Looks at Google Maps, Reddit, and Quora to find his answer.	Looks at Google, Citizen, and Facebook to find her answer.	Looks at AllTrails, Yelp, and Tripadvisor to find his answer.
"As-Is" Benefits	Local perspective from Reddit.	A number of websites with information.	Online park reviews.
Possible State	Looks at Lookout!		
Possible Benefits	Finds all the information they need in one place.		

Figure 9A: Lessons Learned From the Next 10 Potential Customers:

	Hypothesis Tested?	Conclusions Reached?	Next Action?
2 - Beachhead Market	Austin is the most promising Beachhead Market.	Though other cities may be successful, Austin has the perfect equation of risk, tourism, population growth, and recreation	Identify similar cities for expansion.
3 - End User Profile	Single young adults are most concerned with risk.	Families and children are a potential area for future growth.	Begin with targeting young adults, expand to families in the future.
5 - Persona	We should focus specifically on risks related to parks.	While risks may be the focus of our app, users mentioned that it might be nice to see positive opportunities on LookOut as well.	Highlight positive opportunities or events on LookOut.
6 - Full Life Cycle Use Case	Austin locals will use LookOut.	Locals may use LookOut, but it is perhaps more effective to target tourists or students who are less familiar with the area.	Market the app towards students and tourists. Partner with UT Austin.
7 - High Level Product Spec	Users will contribute with reviews to thicken the app's information.	True, if it is simple to do so.	Incorporate icons, stars, and one-click questions.
8 - Value Proposition	Users will choose LookOut over apps that serve similar purposes because of its efficiency and comprehensiveness.	True, as long as there is no paywall.	Keep the app free for users.

Figure 10A: Defining Your Core

	What assets does your team have?	**Proposed Moats?**	**Potential Cores?**
1	GIS Algorithm	Alternative understanding of risk	Network effect
2	Open Source Data Knowledge	First-mover	Comprehensive datasets
3	Expert-level knowledge of urban risk		Proprietary GIS algorithm
4	Extensive GIS experience		
5	Software understanding		

Figure 10B: Defining your Core Summary

What is your proposed core from these choices?	Data bolstered by our network effect.
Why will this core be unique?	LookOut will have an active and invigorated membership that will not only rely on data but report their own.
Why is it important to your target customer? How does it relate to your value proposition?	LookOut is all about the local perspective. If someone unfamiliar to an area can gain a local's perspective through the app, they will feel more confident and safe in their day-to-day lives.
How does it grow over time relative to competitors in a way that competitors can't simply catch up once they realize it?	Once we begin to build that network, it is very difficult, if not impossible, to build the same platform and credibility on another app.
What was your second choice and why is your first choice a better selection? Compare	Unique datasets give us an edge, but another GIS software could likely catch up.

and contrast.	

Figure 11A: Perceptual Maps

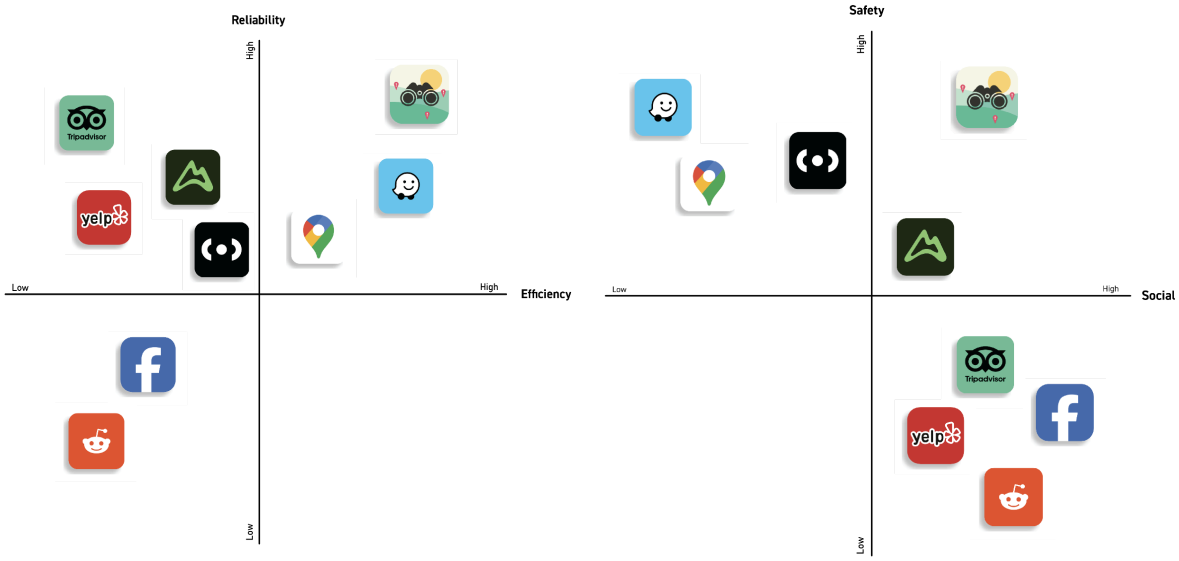


Figure 11B: Brand Identity

Company Brand	**Specific Messaging**
Name	LookOut!
Logo / Colors / Imagery	Binoculars = symbolizes term "LookOut" Exclamation Icon = symbolizes risk component Colors: green = parks, red = risk
Product / Service	Park reviews, safety, and risks
Feature / Ingredients	Combination of reviews & existing data
Web-Social Media Strategies	Local advertisements - billboards, social media ads, University partnerships

Step 12A: Determine the Decision Making Unit (DMU)

	End User Persona	**Economic Buyer Persona**	**Champion Persona**
Name	Ex: Omar	Ex: Local Business like	Ex: Sam
Title	32 year-old software engineer, dog owner, concerned with safety	Advertisers	Existing Users- the more users, the more rich the information on LookOut
Proxy Products	Waze, AllTrails, Reddit, Citizen, Google Maps	Social Media platforms	Waze, AllTrails, Reddit, Citizen, Google Maps
Priorities (Top 4 in Order)	1. Identify safety risks 2. Read existing reviews 3. Find fun activities and unique opportunities 4. Contribute to outdoor community	1. Gain attention from ads 2. Attract nearby park-goers to their business 3. Find like-minded customers 4. Acquire repeat customers	1. Encourage more users to get on the app 2. Contribute to LookOut 3. Identify safety risks 4. Identify fun activities
Key Selling Points to this Person	1. Efficiency 2. Safety 3. Reliability	1. Customer niche 2. Low cost for advertising 3. Local-focus	1. Efficiency 2. Safety 3. Reliability

Step 13A: Process To Acquire a Paying Customer

Stage #	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
General Description of Stage	How do they determine their need? What is their catalyst to take action?	How do they find out about their options?	How do they analyze their options?	How do they acquire your product?	How do they pay for your product?	How do they install your product?	How do they use / get value from your product?	How do they determine the value they gain from your product?	How do they buy more of your product?	How do they tell others about your product?
What does the customer do in this stage? (From	Users might be trying to research information,	Either broad googling, or word of	Most are free apps, so a trial run of	App store.	Free.	App store.	Research parks in a shorter amount of	Compare time spent / ease of using	Continue to use the app, leave reviews,	Word of mouth, social media,

Full Life Cycle Case)	frustrated about the amount of effort and time wasted.	mouth from friends. Could have heard from an ad.	each. Word of mouth.				time than with other combinations of apps.	LookOut to previous workflow.	etc.	promotions to invite other users.
Who is involved from the DMU?	End User	End User, Champion, Economic Buyer	End User	End User	Economic Buyer pays for ads	End User	End User	End User	End User	End User, Champion
Budget Limits & Other Considerations	Free	Free	Free	Free	Advertisers want to pay comparable prices for ads	Free	Free	Free	Free	Free
How much time will this state take? (Range)	Hours of frustrated research	10-15 minutes	10-15 minutes	1 minute	1 minute	1 minute	10-15 minutes	5-10 minutes	Unlimited	A few good experiences
Action Plan to Accomplish Stage	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Risks	Users might find the basic information fast enough already	Users may not see LookOut as an option when they need it	Users might find the basic information fast enough already	N/A	Paying for LookOut might deter customers	N/A	Users might be overwhelmed with the amount of info	Users might be stuck in their old workflow	Users might be stuck in their old workflow and not return	Users might not share with their friends
Risk Mitigation Strategy	Ensure that the app offers more information than they would find otherwise	Advertise in multiple locations so they can download and use in future	Ensure that the app offers more information than they would find otherwise	N/A	Free for users	N/A	Ensure customers can prioritize the type of info they want to see	Encourage return users via promotions and deals	Encourage return users via promotions and deals	Include perks for users who invite their friends

Figure 14A: Summary of Follow-On Target Accessible Market (TAM) Estimate and Priorities

	Who / Where?	**How it leverages your core?**	**Same product or same customer?**	**Pros of selling to this market?**	**Cons?**	**Rank**
Beachhead Market	Austin, TX	Urban location with population growth, outdoor recreation, young adults, climate risks, tourism				**1**

Follow-On Market 1	Additional cities around Austin (San Antonio, Houston, Dallas)	Urban locations, population growth, climate risks, tourism	Same product, different customer	Similar locations, similar risks	Slightly different demographic makeup, potentially less people concerned with risk, etc.	**2**
Follow-On Market 2	Additional cities around Texas (New Orleans, Phoenix, San Diego, Los Angeles)	Urban locations, population growth, climate risks, tourism	Same product, different customer	Similar risk, similar demographics / interests	Less similar locations	**3**
Follow-On Market 3	Additional US cities (Boston, NYC, Seattle, Philadelphia, Chicago)	Urban locations, population growth, climate risks, tourism	Same product, different customer	Similar risk, similar demographics / interests	Less similar locations	**4**
Follow-On Market 4	Additional cities in Europe (Paris, Madrid, London)	Urban locations, population growth, climate risks, tourism	Same product, different customer		Much different geographies	**6**
Follow-On Market 5	Smaller / more rural cities in US	Climate Risks, more outdoor activities	Same product, different customer	Can branch out from urban areas to surrounding suburbs / rural areas	Different demographic makeup, potentially less people concerned with risk, etc.	**5**

Figure 15A: Company Analysis

	Waze	**Citizen**	**All Trails**
Revenue	High	Med	Med
Sales Growth	High	Low	High
Market Position	Low	Med	High
Operating Profit	High	Med	High

Employees	High	Med	Med
Product / Tech Trends	High	Med	Med
Market Focus / Expansion Trends	High	Med	Med
Quality of Senior Management	High	Med	High
Quality of Senior Management	High	High	Med
Quality of Financial Position & Investors	High	Low	Med
Overall Assessment	High	Med	High

Figure 15B: Positioning Your Venture

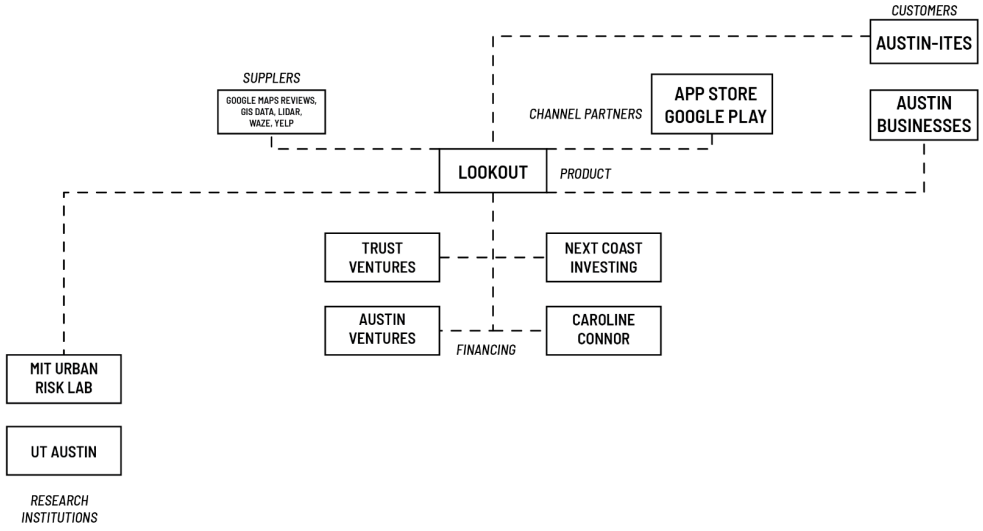


Figure 16A: Define Your Business Model

Business Model Dimensions	**The Approach for Your Venture**	**Rationale for that Approach**
Revenue Model Type	Advertisements Monthly	Charging subscriptions defeats the purpose of our

Frequency Price level relative to competitors Multiple streams of revenue	Price = Low as $2/month Multiple Streams = Partnerships	app being accessible to all. Advertisements can be targeted to the customer.
Operating Model for R&D Build technology or buy? What is the "focus" of internal vs. external R&D?	Scraping Data and Crowdsourcing	Trying to compile the most amount of information possible
Operating Model for Production Manufacturing - internal or outsourced? Logistics - internal or outsourced?	Internal Software Engineers	Our data analysis softwares will be important to keep close looped
Operating Model for Go-to-market Channel? Marketing Partners?	Yes to Marketing Partners	App Store, ads, universities, cities
Taken as a whole, do these fit together? What are the implications for start-up capital? What are the implications for "fixed" versus "variable" costs? How does this business model compare to other firms already in the market?	Direct Customer Service	Reliability, privacy, closed loop

Figure 20A: Results of a Field Survey

1. Tell us about yourself and/or your company?	"My name is Sam. I'm a 23 year old grad student, and I have a backpacking trip planned this Summer, including a visit to Austin."
2. Do you view yourself as a potential customer of this offering?	"Most likely, I'm always open to any recommendations when I travel."
3. How satisfied are you with the current product / service you use now?	"I like my current options, I primarily use google maps and all-trails for directions."

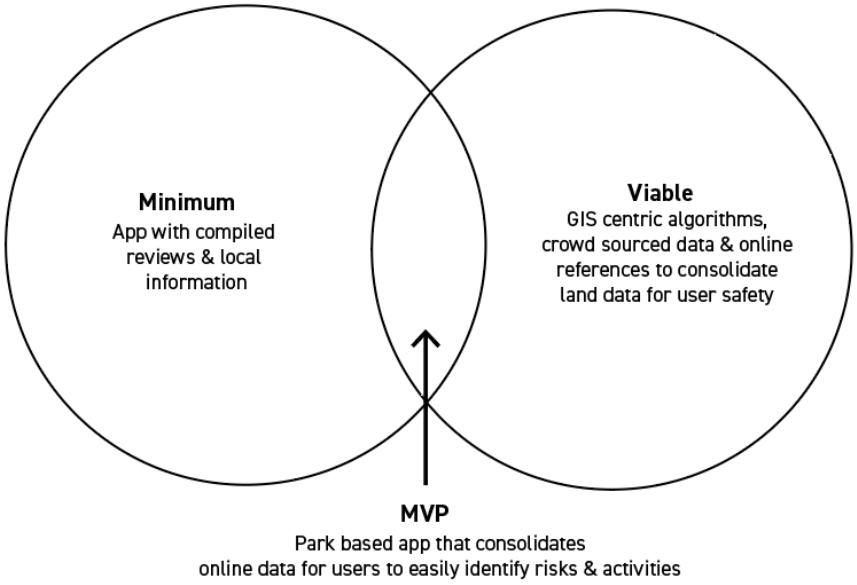
4. Do you see the proposed offering as distinctive from the competitors?	"Yes, I think it'd be nice to know if a trail might be closed or flooded, or what types of animals/bugs/plants to look out for in a new geography."
5. How much would you be willing to pay for this compared to the current product / service you use?	"Probably not much – if I needed to I could just do my own research. I have only used free apps before for this stuff."
6. How often do you buy similar products or services?	"I have tried out a couple different apps like this over the last few years, such as AllTrails."
7. How much do you spend each time you make a purchase? Do you prefer to buy, rent, subscribe, etc.?	"For products such as this I have always used the free versions."
8. Where is the best place to buy products / services such as this?	"I don't think I would use anything that's not on the App Store."
9. Where do you get your information about products / services such as this?	"Google maps is just google maps, but for things like all trails or strava I have primarily heard about them through friends."
10. How likely is it that you would be willing to buy this offering?	"For free I would definitely try it out. If it was a dollar or two, I would probably ignore it."
11. What additional features do you think are important in a product such as this?	"I think positive callouts would be fun, things like "lunar eclipse tonight" or "amphibian migration this week"."

Figure 20B: Identify Key Overall Assumptions

	Assumption (in prioritized order)	**Related Steps**	**Risk Level**	**Potential impact is assumption is wrong**
1	Advertisers will want to advertise.	Steps 15-16	LOW	We would need alternate sources of income. Could pivot to a smaller scale, research-funded.

2	Managing this level of data analysis is sustainable	Steps 7/10	HIGH	App wouldn't function in a competitively useful way
3	There is strong enough sense of concern among our potential customer base.	Steps 3-6 + 13	MED	Not enough customers; would have to pivot focus.
4	Another app isn't better than just reading into reviews.	Steps 2-3	LOW	Would have to think of ways to further differentiate the product – make it easier, more fun, more useful.
5	The app will have continued relevance for consistent customers.	Step 6	MED	Usage could dwindle, or vary often.
6	Users will contribute.	Step 6	LOW	More dependence on open source data.

Figure 22A: How Your MVBP Meets Objectives



Objectives	How does your MVBP meet this objectives
Value: Provides value to end user consistent with step 8 (CVP)	Our MVP allows users to stay aware of park safety through our app features
Pay: Prove that the economic buyer will pay something for the product placement	Targeted advertisements, incentives to refer friends & engage will the app features
Feedback: Creates meaningful feedback loop with the customer	Users have a positive experience by using the app & are likely to return or recommend it to a friend

Figure 23A: The Team

THE TEAM

Nicholas Alonzo
Founder & CEO
Wetlands Researcher

Olivia Tine
CFO
Business Dev., Tiny Peach

Nicole Roach
Marketing Director
Marketing Associate, Utile

Jackson Franks
R&D Director
GIS Researcher, NEU

Board of Directors

Nicholas Alonzo
Board Member
Founder & CEO, LookOut!

Olivia Tine
Board Member
CFO, LookOut!

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Director, MIT Urban Risk Lab

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Director of Intellectual Property, UT Austin

Lizzie Yarina
Research Advisor
Director, MIT Urban Risk Lab

Ryan Lanclos
Software Advisor
Director of Public Safety Solutions, Esri / ArcGIS