



*DISCOVER BOVINE VETERINARY CARE
AT YOUR FINGERTIPS!*

Diagnostic Aid and Equipment Distribution for Bovine Veterinary Care

Developed by: Haley Beukema

II. Executive Summary

Concept Description:

Bovi-Vet is an innovative approach to addressing cattle veterinary needs, which allows for farmers to treat their cattle without a visit from the veterinarian whilst still having access to veterinary advice from anywhere in the United States. Bovi-Vet is a smartphone app that provides access to treatment protocols for common cattle illnesses, 24/7 chat function with licensed veterinarian staff, and an in-app storefront to purchase medications, vaccinations and farm supplies. Experience ease of mind with the accessibility and convenience of Bovi-Vet.

Opportunity:

The customer problem that the Bovi-Vet addresses is the shortage of large animals veterinarians available throughout the United States. Many farmers are able to observe the symptoms of their cattle, and many often have the skill set to treat the most common cattle illnesses. However, the veterinarian is often called to establish a treatment plan and prescribe medication. With Bovi-Vet, farmers will have access to this and more from wherever they need assistance. Additionally, Bovi-Vet is always accessible and convenient, which is not always the case for veterinarians with their packed schedule and limited emergency availability. Costs for veterinarian visits have increased as the availability of veterinarians has decreased, and Bovi-Vet will decrease this cost on-farm substantially, improving the bottom line for the farm.

Innovation Solution:

Unlike calling the veterinarian, scheduling a time for them to come to the farm, and paying for the veterinarian to assess the cattle, Bovi-Vet addresses the farmer's needs within one location for a fraction of the price. Bovi-Vet's licensed veterinarians will work alongside the farmers to provide treatment protocols and medication recommendations to the farmer. With an extensive library of treatment protocols and treatment-related materials, farmers are able to research resources and knowledge needed for the future.

Bovi-Vet will overcome the adoption hurdles for customers because of the convenience and piece of mind it provides to the farmer while keeping costs low. In a time where breaking even with farm expenses is a challenge and profit is low, farmers are eager to implement resources that provide the animal care they strive for while decreasing costs. Bovi-Vet is not a substitute for emergency veterinary surgery or extensive hands-on treatments, but replaces the routine calls to veterinarians for vaccinations, common illness treatments, and minor emergencies.

Although Bovi-Vet and its processes are a big change to normal operating procedures on-farm, customers can rest assured that their cattle are cared for with the help of technology, veterinarian expertise, and an in-app storefront.

Value Proposition:

Bovi-Vet is the only app on the market to offer veterinary assistance to the cattle community. To access the complete functions of Bovi-Vet, customers will sign up for a \$16.99 per month subscription that grants them access to the 24/7 chat function, treatment protocols and decreased medication costs on the in-app storefront with the convenience reassurance to always access answers. Without the subscription, app users are still able to access the in-app storefront to purchase medication and vaccines that do not require a prescription as well as equipment for sale in the in-app storefront. The app is accessible in any app store or available for access on any web browser.

Competitive Advantage:

The largest competitor of the Bovi-Vet app will be traditional veterinarians. Veterinarians have been the traditional resource for farmers to turn to for the treatment of sick cattle and diagnosis of illness within the herd. However, veterinarians have become increasingly more expensive and less flexible in their availability because of the large animal veterinarian shortage. Although the app requires farmers to change their traditional operation habits, Bovi-Vet is accessible any hour at any location, with treatment protocol and advice from certified veterinary staff. Moreover, the cost of the subscription to Bovi-Vet is substantially less than the cost for a large animal visit, where it costs anywhere from \$40-\$100 for the veterinarian to simply come to the farm.

Entrepreneurial Team:

The current Bovi-Vet team is composed of the founder, Haley Beukema. Team members with experience and knowledge in veterinary medicine, software engineering, and app design will be hired immediately to develop the app and the included features. Shortly after the initial hiring process, roles such as financial officers, customer service personnel, distribution and warehouse managers, a supply chain manager and technology support will be filled to facilitate the app's operations and functions. Although quite a large expense in personnel, these positions are needed in order to kickstart Bovi-Vet and its background software. Hiring of the initial team members for full working capacity will be completed within the next eight months.

Financial Highlights/ MBV Outcomes:

Bovi-Vet and its platforms are still in the concept stage of development. Although more research and resources are needed to determine the precise feasibility and resources needed of the app, it will cost about \$620,000 to launch the app with staff at near-capacity; however, this does not include the necessary warehouse space for the in-app storefront, which costs an average of \$52,000 to rent per year. Further knowledge and expertise is needed to pinpoint the exact initial capital investment to start up Bovi-Vet, as it is very dependent on several factors to launch. If the initial capital investment research proves Bovi-Vet to be a feasible project, the capital will be used to develop all sectors of the app including the app software itself, payment and billing software and chat functions. This will require extensive staffing and

resources, but will generate income from the subscription service as well as the in-app storefront, still with less mark-up on medication and vaccinations than through current distribution channels used by customers.

III. Consumer Problem Proof

Has your herd health suffered due to long response times and unavailability of large animal vets in your area? Say goodbye to cattle health worries with Bovi-Vet!

Our innovative app puts a world of veterinary expertise at your fingertips, 24/7. Easily diagnose, treat, and prevent dairy cattle illnesses while following proven, safe protocols.

-Real-time Diagnostic Data

-24/7 Expert Veterinary Advising

-Online Ordering of Medications & Equipment

Enter the app and input the sick animal's symptoms. After inputting this information, the app will generate treatment protocols suggested from veterinarians across the United States. If you have additional questions, there is a 24/7 chat function with an expert veterinarian. Order the medications needed or preventative vaccinations through Bovi-Vet's online storefront to be delivered right to your door.

Whether you're a hobby farmer, managing a large dairy, or running a family farm, Bovi-Vet is your trusted partner. Our user-friendly features cater to all skill levels, making cattle care a breeze. Regain peace of mind with modern technology. Download Bovi-Vet now and subscribe for just \$16.99 per month. Your herd's health is in your hands, and help is just a tap away!

Get started today in your favorite app store or visit www.bovivet.com.

The narrative for Bovi-Vet is centered around addressing the significant challenges farmers face in maintaining the health of their cattle due to long response times and unavailability of large animal veterinarians, where farms can expect several hours or even a day before a large animal vet can respond to non-emergent cases. Bovi-Vet is positioned as an innovative solution that empowers farmers with easy access to veterinary expertise, real-time diagnostic data, and convenient online ordering of medications and equipment.

The appeal to consumers lies in the convenience, immediacy, and cost-effectiveness of Bovi-Vet. Farmers, regardless of their scale of operations, are individuals who face the daily struggle of ensuring the health and well-being of their cattle. Bovi-Vet operates as the go-to partner, offering a modern, user-friendly solution that allows farmers to take control of their herd's health with just a tap on their smartphones.

Absence of quick and accessible veterinary support creates a real and pressing issue for farmers. Farmers often find themselves in situations where the health of their cattle is compromised due to delayed responses from traditional veterinarians. The real implications of this problem include potential pain and suffering for the animals, economic costs

associated with decreased productivity, and lost opportunities for the farmers to maximize their yields.

The evidence of the problem is drawn from the shortage of large animal veterinarians, resulting in long response times and limited availability. The narrative implies that farmers, in their current situations, struggle to promptly diagnose and treat cattle illnesses, leading to negative consequences for both the animals and the farmers' livelihoods.

Social trends highlighted in the concept are the increasing reliance on technology to solve practical and pressing issues. Bovi-Vet aligns with the trend of integrating digital solutions into traditional practices, providing farmers with a modern and efficient way to manage their cattle's health.

Target lead customers for Bovi-Vet are farmers of varying scales, including hobby farmers, large dairy operators, and family farms. The choice of these customers is based on the widespread nature of the issue – the shortage of large animal veterinarians affects farmers across different sizes and types of operations.



The criteria for selecting these target customers include the severity of the problem they face due to the large animal vet shortage, their dependency on the health of their cattle for livelihood, and the potential positive impact Bovi-Vet can have on their daily operations. By addressing the needs of a diverse range of farmers, Bovi-Vet aims to serve a broad market segment.

In the context of Bovi-Vet, the customer and consumer are likely the same – the farmers who download and use the Bovi-Vet app to address the health concerns of their cattle. The concept primarily focuses on meeting the needs of farmers as end-users of the solution.

IV. Market Problem Proof

The market segment targeted by Bovi-Vet is the cattle farming community in the United States. The primary consumer trends leading to this opportunity include a shortage of large animal veterinarians, increasing costs for veterinary visits, and a growing demand for accessible and cost-effective solutions in animal healthcare.

If the shortage of large animal veterinarians persists without a viable solution like Bovi-Vet, farmers may face challenges in timely and effective healthcare for their cattle. This could result in increased mortality rates, decreased productivity, and higher costs associated with emergency veterinary services. Additionally, the economic impact on farms, already struggling to break even, may worsen.

The main competitor for Bovi-Vet is traditional large animal veterinarians who have been the traditional resource for cattle farmers. Bovi-Vet positions itself as an innovative solution that offers accessibility, convenience, and cost-effectiveness. Bovi-Vet gains a competitive advantage by providing immediate access to veterinary advice, treatment protocols, and medications at a fraction of the cost of a traditional farm visit. The app's accessibility, affordability, and 24/7 availability address the challenges posed by the shortage of large animal veterinarians.

Bovi-Vet vs. Traditional non-emergent on-farm vet visits

	Bovi-Vet	Traditional vet visits on-farm
Cost	\$16.99 a month	Around \$50 to get vet on farm without treatment
Response Time	Instant	Several hours to a day
Treatment	Order medication online and administer by farmer	Medication and administration done by veterinarian

Bovi-Vet distinguishes itself by offering a comprehensive solution that includes a subscription-based app providing access to licensed veterinarians, treatment protocols, and an in-app storefront for purchasing supplies. The subscription model, priced at \$16.99 per month, aims to significantly reduce the cost burden on farmers compared to traditional veterinary visits.

Bovi-Vet positions itself as an innovator and differentiator in the market. It introduces a new approach to cattle healthcare by leveraging technology to provide timely and cost-effective solutions. While respecting the traditional role of veterinarians, Bovi-Vet disrupts the market by offering a more accessible and convenient alternative. The app's subscription model and in-app storefront set it apart from traditional services, making it an attractive option for cattle farmers looking to balance animal care and cost management.

Market Opportunity in the United States in 2020

Beef Farms	696,058
Dairy Farms	31,657

Large Animal Vets in USA	4,683
Number of farms per each large animal vets	156

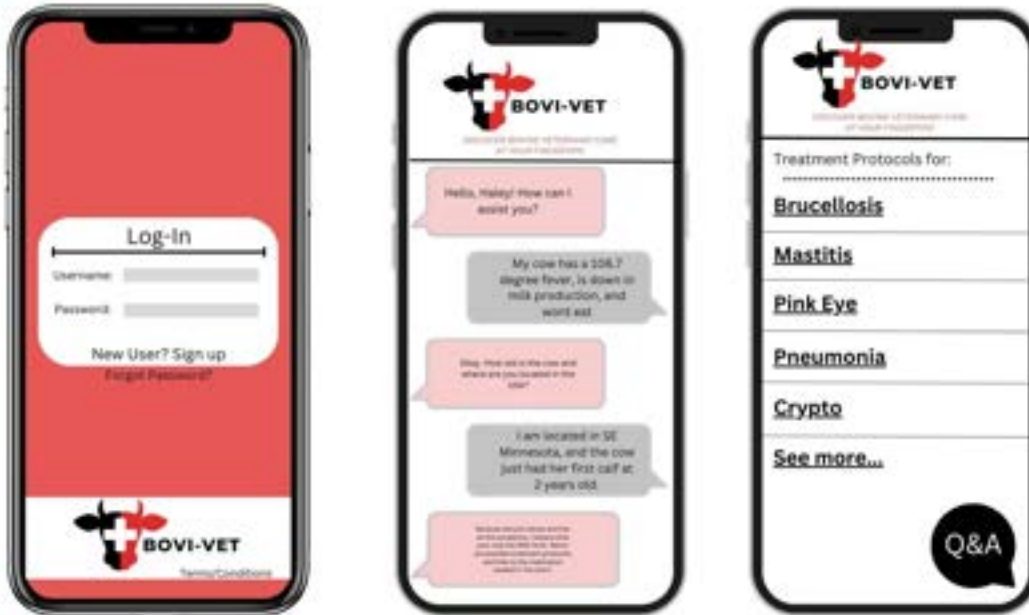
V. Product Problem Proof

Bovi-Vet is an innovative solution that addresses the shortage of large animal veterinarians in the United States by providing a smartphone app. This app offers farmers access to treatment protocols for common cattle illnesses, a 24/7 chat function with licensed veterinarian staff, and an in-app storefront for purchasing medications, vaccinations, and farm supplies. The goal is to empower farmers to treat their cattle effectively without the need for a physical veterinarian visit. However, Bovi-Vet is currently in the concept stage of development and will continue to be developed with anticipation to launch.

The solution arises from the observed shortage of large animal veterinarians, coupled with the rising costs and limited availability of traditional veterinary services. Bovi-Vet aims to streamline the process, providing farmers with immediate access to veterinary advice and treatment protocols through a convenient smartphone app. The cost-effectiveness and accessibility of Bovi-Vet are positioned as crucial advantages over traditional veterinary services.

Features and Benefits:

- **24/7 Chat Function:** Farmers have access to licensed veterinarians for real-time advice to better address the needs of their cattle.
- **Treatment Protocols:** An extensive library of treatment protocols and related materials assists farmers in managing common cattle illnesses and offers the piece of mind that their cattle are cared for .
- **In-App Storefront:** Farmers can purchase medications, vaccinations, and farm supplies at a lower cost compared to traditional channels.
- **Subscription Model:** A \$16.99 per month subscription grants access to all app features, ensuring continuous support and cost savings. Subscribers can either pay every month or sign up for a year-long subscription.



Farmers can easily navigate the app, seeking veterinary advice, accessing treatment protocols, and making necessary purchases through the in-app storefront. The subscription model ensures ongoing access to expert advice, creating a reliable resource for cattle care. Login to the app is simple by inputting personal information such as your email, a username, a password, your location in the USA, your herd type, particular management choices on your farm (such as seasonal calving), the amount of animals, etc.

Product Development Risks:

- **Adoption Hurdles:** Farmers may be resistant to change traditional practices and adopt a digital solution.
- **App Usability:** Ensuring the app is user-friendly for farmers with varying technological proficiency.
- **Supply Chain Management:** Effectively managing the in-app storefront and ensuring timely delivery of purchased supplies.

Main Hypotheses:

- Farmers will find the app's convenience and cost-effectiveness compelling enough to overcome adoption hurdles.
- The app's user interface will be intuitive and accessible to farmers with varying levels of technological proficiency.
- Efficient supply chain management can be established to meet the demand for medications, vaccinations, and farm supplies through the in-app storefront.

The success of Bovi-Vet hinges on addressing these hypotheses and effectively executing the envisioned solution to meet the needs of the target market.

VI. Business Model Problem Proof

MBV and TAM/SAM/SOM	Year 1	End of Year 5
TAM - Total Addressable Market	727,715 cattle farms and ranches	727,715 cattle farms and ranches
SAM - Serviceable Addressable Market	7,277.15	58,217.2
SOM - Share of Market	1% of TAM	8% of TAM
Revenue from Year-Long Subscription	\$1,483,665.34	\$11,869,322.70

Units to Sell for \$1,000,000

12-month subscription per subscriber at \$16.99	Number of subscribers	Subscription Revenue
\$203.88	4,905	\$1,000,000

*does not include any revenue generated from in-app storefront

Reviewing the above model of MBV and unit sales in order to have \$1,000,000 in revenue, 4,905 customers must subscribe for a year long subscription, the standard length of subscription for the app. This may seem like a big ask, but that is 0.6% of the total addressable market. In order to reach this goal of \$1,000,000, the Bovi-Vet app must launch and continue to operate with user convenience at the forefront of the app.

The core target customer is drawn to Bovi-Vet because of the ease of use, adaptability and cost efficiency. As mentioned throughout this proposal plan, non-emergency veterinary cases and even mild emergencies are pushed to the wayside by large animal veterinarians because of the sheer service area that they must provide. Presently, traditional methods of getting veterinary advising and treatment includes calling the veterinarian or their office, explaining your problem, and then being added to the list of patients for the day, waiting for a call back from the veterinarian. With the Bovi-Vet app, farmers have instant access to speak with an experienced, licensed veterinarian to assist the sick animals on their farm. If the farmer recognizes and diagnoses the ailment themselves, Bovi-Vet also has an extensive

treatment protocol library to learn what medications and supplies are needed to treat the illness or injury.

The app is available in two forms- one for those with a subscription and one for those that are not subscribers. The preferred form of this product is the app with subscriber access. Without a subscription, users are still able to access the in-app storefront and make purchases within that designated sector of the app. Non-subscribers do not have access to the treatment protocols or the 24/7 chat functions.



In order to draw customers into the app, we will have veterinarians endorse the app, and extensively market the app at dairy and beef cattle conventions, in online forums, and at veterinary science conferences and conventions. Our customer, with the overt benefit of lessening the economic and efficiency toll that the large animal vet shortage has on farms of all sizes and geographic locations, will have the peace of mind and confidence in the welfare of their animals. From these interactions, customers will be able to subscribe to the app on a month-by-month subscription or a year-long subscription.

VII. Operations/Commercialization Problem Proof

In order to bring Bovi-Vet from the concept stage to the product development stage, \$620,000 must be raised in order to develop the app. With the features and online storefront included, the average estimate that we generated from research would cost \$240,000 to design the app, with additional costs added to design the in-app storefront and continue to develop the chat function within the app. Further research with contractors needs to be done in order to pinpoint the exact cost for the app development. To raise these funds, Bovi-Vet will pitch their app to large veterinary supply companies as well as cattle data management software companies.



To begin the distribution of the products in the in-app storefront, we will partner with a third-party vendor for the first year of business to establish the demand and SKU sales of products within the storefront. From there, Bovi-Vet can determine if we will continue to utilize a third-party service with less profit margin or begin our own distribution and shipping warehouse system. \$380,000 of the remaining money raised will be used to pay for further app development, marketing, and the cost of hiring the necessary vet personnel, whose salary would each average \$75,000. Although lower than the average large animal vet salary of \$90,000, the veterinarians have no travel or physical labor required in this position as well as tremendous flexibility.

After the app is designed and fully developed, Bovi-Vet will go through extensive testing with veterinarians and users to ensure that the app operates the way that it should and delivers fully on the convenience and other benefits to users. After the testing stage is complete, the app will be made available on the Apple App Store and Google Play. Of course, none of this can take place without the start-up funds to be able to design the app.

If the initial start-up funds are able to be raised, strong evidence suggests that this app will be able to be developed and perform quite well in the current market.

VIII. Resource Problem Proof

The most important resources that are needed to continue the development of Bovi-Vet is additional market knowledge, advice and area expertise. There are many questions that need to be answered, and many of those are included below:

	Question:	Question:	Question:
People	How many veterinarians need to be hired to operate the app? What will their work hours look like?	How/who should Bovi-Vet target to gain start-up funds?	Where should the advertisements be placed for most effect?
Product	How will consumers respond to the Bovi-Vet app?	How will Bovi-Vet continue to add new features/make improvements to the app?	How much will it cost to maintain the app every month?
Infrastructure	How much revenue does the online store need to make to justify not using a third-party vendor to supply?	How much staff is required to keep full-time for maintenance and software updates on the app?	Does Bovi-Vet need an office space for employees to work from, or can the company be exclusively remote?
Logistics	What medications can be legally sold in the online storefront?	How many users, at minimum, must use the app to avoid month over month losses?	What factors about the app will possibly deter customers from subscribing?
App Development	How long will it take to develop the app?	What information does Bovi-Vet need to provide app developers?	

In order for the business model to work, relationships with the customer and veterinarians must be at the forefront of communication about Bovi-Vet. Because the app will be replacing behaviors of the customers, some of which have been lifelong, the biggest challenge will be getting customers to download the app and subscribe, while adding value to the customer’s life. However, there are no other competitors that are launching a similar business model to Bovi-Vet.

The biggest hurdle to overcome with this app is providing substantial value to a customer’s day-to-day work. The app itself has value and dramatically cuts on farm costs as long as it is utilized by the customer, which means that the app needs to be extremely easy to use.

An additional hurdle is the logistics and legality of the in-app storefront. Supplies such as dehorning paste, vet wrap, and vitamins/minerals are not regulated and can be purchased off the shelf. However, certain medications fall into classes that have tighter distribution regulations. Because of this, more research needs to be done regarding what products can be offered on the store, which would give Bovi-vet a better understanding of the expected revenue from the store itself.

The window of opportunity to launch this app is not likely to close in the foreseeable future because the large animal vet shortage has continued to get worse and worse. However, if another app similar to Bovi-Vet enters the market, we will lose customers and control less market share. If the app does not live up to customer standards or is not utilized in the intended way, investors’ reputations will be hurt as well as the company’s. Similarly, if this occurs, customers will be less likely to advocate for our app and will not continue their subscription. The most crucial milestone for this app’s success is raising the initial \$620,000. If this is not met, the app will be unable to launch or perform at its necessary level.

Resources:	Costs:	Goals:
App development and obtain personnel	\$620,000	Raise \$620,000 to fully develop Bovi-Vet and be ready to launch the app
Roughly \$410 per month to upkeep app once developed	???	Have 7,277 subscribers by Year 2

plus employee salaries		
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Recommendation

Given the above sections and the projected feasibility of this project, we foresee Bovi-Vet as an app with the capacity for a successful business model. The first step of executing this app is to continue to pinpoint the app’s design and staffing needs, and raising the \$620,000 start-up funds. Investors are needed to generate these funds, and early relationships with large veterinary supply companies as well as cattle data management software companies. After this money has been raised, the next step is to work alongside contract companies to design the app and hire veterinarians to oversee the development of treatment protocols and answer chat questions. This development stage will be very extensive, as many unanswered questions fall within this phase and research is needed to fill these knowledge gaps. The testing phase will follow the development of the app to ensure the customer experience is up to Bovi-Vet’s expectations.

When the app is ready to launch, it will be available in Google Play and the Apple App Store. However, the biggest threat to this project is the sheer volume of personnel it will take to maintain the day-to-day functions of the app as well as the legalities and product offerings in the in-app storefront. We forecast that the app will be able to go to market by the beginning of 2025.

IX. Concept Portfolio

Appendix A: Additional Consumer Concept Targeted Towards Midwestern Farmer

Are you tired of the challenges posed by delayed response times and the scarcity of large animal veterinarians in our region? Bid farewell to cattle health concerns with Bovi-Vet! Our cutting-edge app brings a wealth of veterinary expertise to your fingertips, 24/7. Easily diagnose, treat, and prevent illnesses in your dairy cattle while adhering to proven, safe protocols. Here's what Bovi-Vet offers:

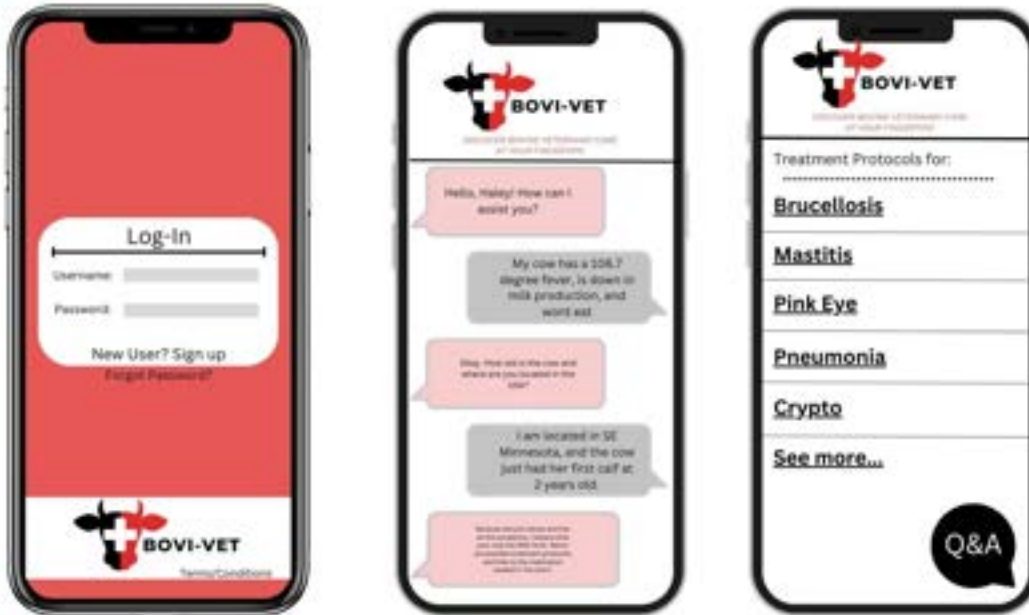
- Real-time Diagnostic Data
- 24/7 Expert Veterinary Advising
- Online Ordering of Medications & Equipment

Entering the app is simple—just input your sick animal's symptoms. Bovi-Vet will generate treatment protocols recommended by veterinarians from across the United States. For any additional questions, utilize our 24/7 chat function to connect with an expert veterinarian. Order the necessary medications or preventative vaccinations through Bovi-Vet's online storefront, and they'll be delivered right to your door.

Whether you're a midwestern hobby farmer, overseeing a large dairy operation, or managing a family farm, Bovi-Vet is your trusted partner. Our user-friendly features cater to all skill levels, making cattle care a breeze. Regain peace of mind with modern technology. Download Bovi-Vet now and subscribe for just \$16.99 per month. Your herd's health is in your hands, and help is just a tap away!

Get started today in your favorite app store or visit www.bovivet.com. Bovi-Vet is here to make managing your cattle's health easier for midwestern farmers like you!

Appendix B: App User Journey Walk Through



Step 1: Download the Bovi-Vet app from your app store.

Step 2: Login to the app by inputting personal information such as your email, a username, a password, your location in the USA, your herd type, particular management choices on your farm (such as seasonal calving), the amount of animals, etc.

Step 3: Enter payment information to sign up for the subscription service.

Step 4: Browse the treatment protocols to find ready-to-use plans on treating popular cattle illnesses.

Step 5: Enter the “Q&A” page to chat with a live veterinarian to solve non-emergent cases on the farm.

Step 6: Click on links within the veterinarian chat to be directed towards the medications and supplies needed to treat the illness you inquired about.

Step 7: Repeat!



1



Bovine Veterinary Care

Shortages cause:

- 
Pain and Suffering of the Cattle
- 
Decreased Productivity
- 
Decreased Farm Efficiency
- 
Loss of Revenue

2

Concept Opportunity



Beef Farms
 696,058
Dairy Farms
 31,657
Large Animal Vets in USA
 4,683
Amount of farms per each large animal
vets
 156

3

Solution



Features:

- *24/7 Access to Veterinary Advice*
- *Treatment Protocols*
- *In-App Storefront*

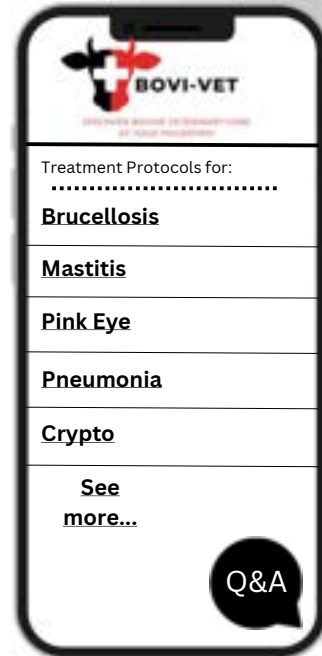
Benefits

- *Cost Savings*
- *Ease of Use*
- *Convenience and Accessibility*
- *Knowledge Resources*

4

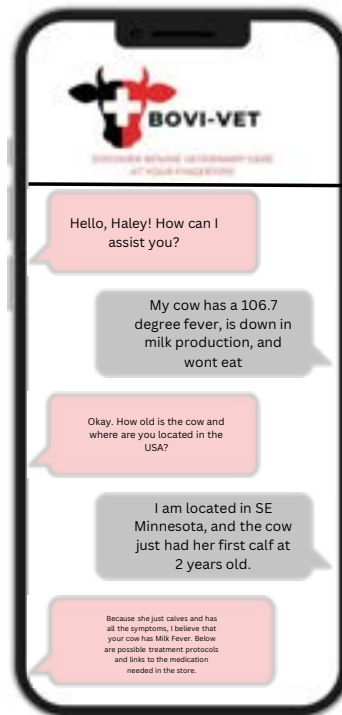
What's Included

App Features and Benefits



5

24/7 Q&A Feature



6

Journey to \$1M

12-month subscription per account at \$16.99	Number of year long subscribers	Subscription Revenue
\$203.88	4,905	\$1,000,000

7

TAM, SAM and SOM

Projected market reach and customer engagement capabilities

	Year 2	End of Year 6
TAM - Total Addressable Market	727,715 cattle farms and ranches	727,715 cattle farms and ranches
SAM - Serviceable Addressable Market	7,277.15	58,217.2
SOM - Share of Market	1% of TAM	7% of TAM
Revenue from Year-Long Subscription	\$1,483,665.34	\$10,385,657.40

8

What is Needed Now

App/Software Design

- ✔ Estimated \$240,000 to design
- ✔ Could take up to a year to design
- ✔ Programmed with chat function and online storefront

Distribution Center

- ✔ \$52,000 to rent for a year
- ✔ Temperature control and quality assurance
- ✔ Fast shipping and distribution partners

Vet Staff

- ✔ Treatment Protocols and Advisement
- ✔ 24/7 Chat Support Availability
- ✔ Certified with American Veterinary Medical Association

9



Thank you

10

Question #1

GIVEN THIS APP WILL HAVE NATIONAL REACH... ARE ALL VETERINARIANS TAUGHT TO THE SAME STANDARDS? HOW MIGHT REGIONAL DIFFERENCES IMPACT HOW YOU PARTNER WITH VET EXPERTS AND HOW FARMERS MIGHT RESPOND TO A VET FROM A DIFFERENT REGION OF THE U.S.?

11

Question #2

HOW WILL YOUR APP WORK TO NOTIFY YOUR VET EXPERTS IN A TIMELY MANNER? WHAT DO YOU EXPECT THE WAIT TIME TO BE ON A CALL DURING THE NIGHT VS THE DAY?

12

Question #3

WHAT IS THE TAM/SOM FOR THIS BUSINESS? WHAT PERCENTAGE OF YOUR REVENUE WILL COME FROM THE APP VERSUS THE ONLINE STORE?

13

Question #4 (Stamp)

HOW MANY CALLS DO YOU EXPECT ON A MONTHLY BASIS?

14