

## **Part I – Executive Summary**

### Phone Doctor Now

As cell phones and other small electronic devices become more expensive and more fragile, consumers are forced to pay outrageous fees for insurance or buy replacement phones at full retail price when their device breaks. Phone Doctor Now was created as an inexpensive repair alternative for quick, same-day repair service. The price of a phone repair is only 30% of the cost of a new phone and you can keep all of your photos, music, and personal information. Setting up a store in a local mall and perfecting the online business are great ways to expand this simple idea and take it to a larger scale. The concept has already been proven on a small scale with great success. The possibilities for this business to succeed are endless. Technology will only progress and phones will only become easier to damage. This guarantees customers for years.

## **Part II – Description**

### Background and Idea

The concept for Phone Doctor Now was developed after I broke my own phone and priced local phone repair shops. I saw the prices were too high, especially since many people who break their phones are clumsy teens or young adults with very low budgets. I sought to provide the community with an inexpensive, quality phone repair service and this is how Phone Doctor Now began. Phone Doctor Now is currently at the proof-of-concept stage, operating from a small home office along with a small but easy-to-navigate website called [phonedoctornow.com](http://phonedoctornow.com). Initially, all customers were from my local high school, but the idea has quickly expanded.

### Description

Phone Doctor Now will provide customers with phone repair services, small parts and accessories for popular devices, and refurbished devices. Customers will be able to visit Phone Doctor Now through both a retail store in a local mall and an easy to navigate online store.

### Location

The business will secure a 2,000 square foot prime retail space with back storage in Northgate Mall in Cincinnati, Ohio. This concept would go nicely with the environment of well-prepared stores nearby. Customers could buy small electronics, as well as get their phone repaired, all at fair prices in one simple location. The goal of Phone Doctor Now is to provide everyone in the community with an inexpensive, quality phone repair.

## **Part III – Objectives**

### Overview

The primary objective is to take Phone Doctor Now from a single employee, word-of-mouth operation to a team environment utilizing the most cost effective repair and advertising tools and ideas. The primary areas we need to focus on right now are securing retail space, managing inventory, advertising online, advertising the physical location, and purchasing the necessary accessories and devices.

### Retail Space

The first objective is to secure an adequate retail space. A mall is a great place to do this because of the naturally large volumes of traffic and the inherent convenience of being able to take care of your phone repairs while eating, seeing a movie, or finishing up the daily shopping list. The store will be 2,000 square feet and located near the front entrance of Cincinnati's Northgate Mall, so everyone coming in the entrance will walk past.

### Stock Space

One benefit of a store is having extra space to store those boxes of cell phone parts and accessories to make online selling more practical. A problem with having a small office at home is not having anywhere to put stock, so carrying large amounts of inventory is nearly impossible.

### Advertising Online

Using social media websites, banner ads, and Google AdSense/AdWords, we can advertise both the physical store and the online store. Electronic ads are less expensive than a billboard. The online ads also target specific people that are most likely to visit and purchase a product.

### Advertising for Physical Store

Physical ads are less profitable due to time spent, the cost of supplies, and lack of specific targeting. But a great way to get the word out free is doing a great job and having every customer satisfied. Word of mouth is better for a business than any million dollar advertisements. Another cheap and effective alternative is passing out small flyers and business cards to people at local football games. One effective technique is laying business cards in the aisles of stores in the mall. This is not 100% effective but it has provided a few customers at nearly no cost and little effort.

### Purchasing Electronics and Accessories

It will be important to have an adequate amount of parts in stock to be prepared. The primary objective is to further our agreement with current parts providers. Currently we can get the parts \$2 off. If the business were to buy more parts more often, the price could go down by as much as \$4 per part; the total savings could be significant.

## **Part IV – Business Strategies**

### Grand Opening

The day the store opens we will have a grand opening because this is an important tool to use for marketing a small business. To set up for the grand opening, coupons, live demos of all products, and gift giveaways would be good ways to get the ball rolling. The coupons would entice people to buy small accessories. The trust has to be built before anyone will buy anything too expensive, and this will take some time. The demos would give customers a good sense of quality when testing our electronics on display. Gift giveaways are smart as long as we do them in moderation. On the first day, we would give away one Apple iPod touch every hour. This can be effective because it will get people talking about the new store.

### Start-Up Phase

The first weeks will not bring in a lot of revenue. These weeks are when people are getting to know and trust us. These first weeks are incredibly important to have good advertising and make sure every staff member is prepared to make the sale when it comes. We are not anticipating our first phone repair until the two week mark. The products we will sell the most of in the first couple weeks will primarily be small accessories, such as chargers, cases, cables, and screen protectors.

### Design and Layout

The store will be mostly white and have a clean modern look, with the front having the most enticing items to draw the customers in. The back will have two checkout lines: one for purchasing and one for phone repairs. All purchases of items will be held at the checkout counter. All repairs will be handled at the repair desk. These two separate locations will be marked with signs. The five desks up front will make up the front counter; between the five desks we will have two computers. The color scheme will be the same as the website with the colors being red white, grey, and dark blue, to make people feel familiar with the website and the store. The store will be 2,000 square feet in size, measuring 25 feet wide by 80 feet long. The back will have a small room for storage and a small office. The office will have three computer desks, three repair desks, two sofas, and one smart board to go over business plans with employees. The store will be open Monday through Saturday, from 9:00 a.m. to 9:00 p.m.

### Target Advertising

To target our preferred customers, we will have pictures throughout the store of teens and young adults holding popular electronic devices. We will also become a booster partner with local high schools. This gives us a great way for high school students to see our ads in the football and sports magazines at their schools. We will hang a large banner at the football games and set up a booth at all major sporting events throughout the year. For colleges, we will hang flyers in dorms and around the campus. We will pass out flyers at music venues and get a street team together to pass out flyers as people walk by. All of these methods are cost effective ways to get the word out on local campuses.

## Online

For online affairs we will use pay per click ads targeted using Google AdSense/ AdWords. We will be able to set a daily budget and each time a person visits our website via a Google ad, it is marked as a click. Some advertisements used for the physical store will bring online traffic as well. Other online sales will come from previous in-store customers that do not have time to stop by the store.

## Repair

Customers wanting their device repaired will be shown different options, such as screen color or the possibility of selling or trading in their current device. If they decide on repairing, a trained technician will tell them how long the repair will take. They will then give the customer a receipt with the time the device should be repaired. The customer is welcome to stay or take advantage of the store's placement in a mall to shop or eat while the device is being repaired. The repair should last no longer than 60 minutes. Once the technician is working on the phone he will use high quality parts to perform the repair. After the repair is complete he will then conduct a thorough check to make sure everything is in perfect working order. Once the customer comes back, checks the phone, and is satisfied, the transaction is completed.

## Refurbished/Used Resale

Refurbished or used devices are an easy market to make a good profit margin. The devices can generally be bought at 20% of the price of a fully functional one and the devices may only need a simple repair or a part that costs under \$20. These devices can be bought and repaired within hours. Generally, we would set the price of the device 10% cheaper than a non-refurbished device. The process is simple; we would obtain the device from the internet or buy ones brought in by customers. After we have the device, we repair it and make sure it works 100% perfectly; then we put it on display or keep it in storage to be sold.

## Phone Parts and Accessories

Phone parts and accessories can be very profitable if the parts are bought in bulk. The only problem with buying in bulk is sometimes they send a couple items that are defective, making it mandatory to check every single product and rewrapping and packaging it. The costs of the products are generally 10% of the cost of parts in stores if you buy 10 or more with the percent going down as you buy more. Profit on these items represents a mark-up of 100% over the cost we pay. So if the part costs \$5 we sell it for \$10. These are generally quick sellers and will be marked significantly less than nearly any known competitor simply because we sell the cheap things to get customers to trust us and buy items that bring us higher profit margins.

## **Part V – Products and Services Provided**

### Repair

Phone repair is the main part of our operation but our repairs are not limited to just phones. Other repair options that will be available are iPod repair, iPad repair, MP3 repair, other tablet repair, and other phone repairs. Our main market is Apple but we are not limited. Other repair options include, but are not limited to, Samsung, Motorola, Acer, Windows, Sony, and BlackBerry.

### Refurbished/Used Resale

Another market we are in is selling used or refurbished phones at a reasonable cost. The way we go about doing this is people can bring in their old phones that they no longer want. We buy them at 40% eBay cost. eBay is a good measure because there are hundreds if not thousands of products to compare to, but prices are sometimes inflated because there is a much larger market and the chances of finding the one person willing to pay a large amount is not difficult. These devices can then be repaired within hours and resold.

### Phone Parts and Accessories

Selling parts and accessories is important to build trust and also yields good profit margins. The way we buy the parts and accessories is buying in bulk. This is the only way to be profitable. Generally, parts and accessories can be purchased in bulk for 10% of the cost in stores. Parts would include, but not be limited to, screens, charging ports, back covers, and batteries. These parts can be used to do repairs yourself.

## **Part VI – Management Structure**

### President and Owner: Nick Spaulding

Phone Doctor Now will be operated as a sole-proprietorship and run by the president and owner, Nick Spaulding. The job of the president will be to focus on the big picture of the business. The president will hire and manage the upper-level employees, conduct meetings, and have the final say in all major decisions. Another important role of the president will be to make contacts in the community and build relationships. The president will also manage the finances for the business.

### General Manager/Senior Technician: To Be Hired

The job of the general manager/senior technician is to hire and train all in-store employees. They will also be responsible for disciplining or firing any unsatisfactory employees. They will be in charge of maintaining the store and dealing with any issues that come up. Their job as senior technician is to train other technicians to do most repairs. This title is given to the best leader and most trained technician. They will open the store in the morning and close at night. One manager is required to be in the store at all times.

### Junior Manager/Technician: To Be Hired

The junior manager/technician is expected to be trained and follow instructions given to them by the general manager/senior technician. Their day-to-day job will be covering areas where the senior technician is unavailable, as well as working Fridays and Saturdays. This job will take no more than 35 hours in a normal week.

### Employees I, II, and III: To Be Hired

As general employees, their jobs will be to set up the store and make sure everything is organized and report any missing or damaged inventory. They will be required to know about the latest devices and what they are used for. They are expected to keep the store in good order. They will share a work week of 72 hours. One general employee will be present at all times, two on Fridays and Saturdays. General employees will work no more than 25 hours in a normal week.

## **Part VII – Market Analysis**

### Our Market

The target market for our physical store would be teens and young adults in the Hamilton County (Greater Cincinnati) area. The population of Hamilton County is approximately 802,000 people. Of these people, approximately 25% are under the age of 18 and 10% are between 18 and 24 years old (college age). Replacing a broken phone with a new one does not make sense for most high school and college students living on limited incomes. The price of a phone repair is typically between 25% and 30% of the cost for a new phone. Young adults are also more likely to have personal memories such as photos on their phones, making repair a more economical and convenient experience for them.

### Market Trends

Cell phones and other small devices are getting more expensive and easier to break, despite the rise in costs of these devices. This in turn leads to more phones being broken and people not wanting to buy another phone at full cost. People are forced to choose between two bad alternatives: buying a new phone at full price (expensive) or paying the insurance fee (outrageous). This ensures that we will have customers coming for as long as these devices are being made.

### Relevant Direct Competition

Every mall has phone stores or kiosks, but very few repair phones or sell used ones. Most in-mall repair stores have messy, cluttered kiosks that do not look professional and charge outrageous amounts for device repair, with a small variety, and only one employee working. There is very limited competition outside of malls. In order to combat local competition, Phone Doctor Now will provide a much better customer experience, with personalized attention at lower prices.

## Electronics Market Leaders

The giant retail stores that are in every city selling phones, MP3s, tablets, and all the latest consumer electronics will be another source of competition. The way to combat their strong grip on the market is to provide personalized attention at lower prices. At stores like Verizon you pay outrageous amounts of money for an extra charger or a phone case. These accessories can cost anywhere from \$40 to \$100 depending on the brand chosen. At Phone Doctor Now we price our products so they will be sold quickly without the customer over paying. This will take attention away from the giant retail stores and draw customers to us.

## Online Competition

Online competition is a much harder thing to cope with because the internet is everywhere. There are a handful of online competitors out there, but most overcharge for the services or products they provide. The primary online competitor is The Phone Doctors. They currently are the market leader but overcharge for every service and product they provide. They mark up their prices by 20% of that on eBay. To combat this, we will advertise more, provide better service, and have lower prices for repair options and phones. Phone Doctor Now will have to advertise more than other online repair businesses and price our repair options and phones cheaper than the competition. The way to show people that our products are better and less expensive is putting ads where our competition does. No one will click the ad that has the same product marked more than us.

## Insurance Companies

Insurance companies cover your phone from damage and you pay a small fee every month. For example, the monthly premium for an iPhone 4s is \$10 per month for as long as your phone is covered. However, insurance companies do not cover water damage, screen damage, or anything other than software issues unless you pay a \$150 fee. This takes all of the comfort out of your insurance “protection” and makes people very angry.

Phone Doctor Now is a much more economical alternative for most people. For instance, we could replace the screen on your iPhone 4s for less than the cost of six monthly insurance payments, plus you get to keep your phone with all of your personal information. If you break your screen and use your insurance plan, you would have to pay the \$150 fee and the insurance company will give you a refurbished phone. For a whole two year phone cycle you would end up paying \$240 in premiums for the cheapest phone available. For that same \$240, you could have your phone repaired by Phone Doctor Now every six months and still have \$20 left over. That’s not even including the insurance company’s fee of \$150 for breaking the phone.

## Market Study

To see the market in a typical local school, we did a survey in my high school with each grade answering the six questions shown in the table below. We used a sample of 100 students from each of the four grades (ninth through twelfth).

### **STUDENT SURVEY QUESTIONS**

#### **Survey Question**

#### **Purpose of Question**

Your grade?

The person could choose their grade, which tells you which grades and age groups break the most devices.

In the past 2 years, have you broken or damaged a smartphone, tablet, iPod/MP3 or, other device?

Shows how many students have broken a device and what device is most commonly damaged.

If yes, what brand?

Shows the most commonly broken brands so we can plan inventory accordingly.

What damage was done to the device?

Shows the most common damage done. Again, this allows us to plan inventory.

Was the device repaired?

Shows how many have had their phone repaired, so we can see how big the market may be.

Did you know that almost any device, despite damage, is repairable?

This tells if it is necessary to advertise the possibility of repairs.

The survey indicated that the most common device broken is a phone (47%). The most commonly broken brand was Apple (46%). The most common damage was the screen (72%). More than half did not have their device repaired (59%). Approximately 70% of people know they could have their device repaired. Only 15% of the people had not broken anything. The underclassmen (grades 9 and 10) were more likely to have their devices repaired than the upperclassmen.

Several interesting things came out of this survey. More students had broken devices than expected, which supports our premise that teens and young adults tend to be an ideal target market for Phone Doctor Now. Overall, most of the students are aware of the fact that their devices can be repaired, but fewer than half of those who had broken a device chose to have it repaired. This indicates that we need to focus our advertising on explaining the benefits and cost savings of repair over insurance and replacement alternatives.



## Part VIII – Financial Analysis

### Capital Requirements

The company is seeking a loan to take Phone Doctor Now from a single employee, word-of-mouth operation to a team environment utilizing the most cost effective repair and advertising tools and ideas. Funds needed to proceed and to accomplish this goal would be \$158,790, including an equity investment of \$15,000 from the owner and a loan request of \$143,790. We will use the anticipated loan to fund startup cash, purchase inventory and supplies, remodel the 2,000 square foot retail space, buy office furniture, and obtain electronic equipment.

### STARTUP COSTS

<u>Category</u>	<u>Items</u>	<u>Amount</u>
Startup Cash	Operating Cash on Hand.....	\$10,000
	Opening Wages & Salaries <sup>1</sup> .....	29,344
	Lease and Utilities Deposit <sup>2</sup> .....	4,900
	Grand Opening Party .....	<u>4,000</u>
		\$48,244
Inventory & Supplies	Inventory: Repairs <sup>3</sup> .....	\$17,880
	Inventory: Refurbished/Used Resale <sup>3</sup> .....	33,200
	Inventory: Phone Parts and Accessories <sup>3</sup> .....	8,400
	Promotional Materials .....	5,000
	Office Supplies .....	<u>800</u>
		\$65,280
Remodeling	Paint and Wallpaper.....	\$2,500
	Bamboo Laminate Flooring.....	<u>6,000</u>
		\$8,500
Office Furniture	Tables.....	\$1,740
	Desks .....	2,680
	Chairs & Sofas.....	<u>3,346</u>
		\$7,766
Electronic Equipment	Cash Registers & Server.....	\$15,000
	Security System .....	1,000
	Computer System & Smart Board .....	<u>13,000</u>
		\$29,000

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- 1 Opening Wages & Salaries: represents four months of pay to the three general employees, one junior manager/technician, and one general manager/senior technician.
  - 2 Lease and Utilities Deposit: represents two months of lease payments and utilities expenses.
  - 3 Inventory: represents two month's worth of inventory on hand at opening, calculated at cost.

### Beginning Balance Sheet

Based on the projected startup costs and capital requirements, the following table shows a beginning balance sheet for Phone Doctor Now.

#### **BEGINNING BALANCE SHEET**

##### Assets

Cash.....	\$48,244
Inventory & Supplies .....	65,280
Remodeling .....	8,500
Office Furniture .....	7,766
Electronic Equipment.....	<u>29,000</u>
Total Assets .....	<u>\$158,790</u>

##### Liabilities

Loan .....	\$143,790
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##### Owner's Equity

Capital .....	<u>15,000</u>
Total Liabilities and Owner's Equity.....	<u>\$158,790</u>

## Income Statement Projections

The table below shows monthly income statement projections for Phone Doctor Now. A detailed explanation of the assumptions used in these projections is shown following the table.

### **MONTHLY INCOME STATEMENT PROJECTIONS**

#### Store Revenues

Repairs (208 phones) .....	\$15,600
Refurbished/Used Resale (182 phones) .....	45,500
Phone Parts and Accessories (390 parts) .....	<u>5,850</u>
Total Store Revenues .....	\$66,950

#### Online Revenues

Repairs (90 phones) .....	\$6,750
Refurbished/Used Resale (150 phones) .....	37,500
Phone Parts and Accessories (450 parts) .....	<u>6,750</u>
Total Online Revenues .....	<u>\$51,000</u>

Total Revenues .....	\$117,950
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#### Cost of Sales

Cost of Repairs (Store and Online) .....	\$8,940
Cost of Refurbished/Used Resale (Store and Online) .....	16,600
Cost of Phone Parts and Accessories (Store and Online) .....	4,200
Shipping for Online Orders .....	<u>705</u>
Total Cost of Sales .....	<u>\$30,445</u>

Gross Profit .....	\$87,505
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#### Operating Expenses

Manager and Employee Expenses .....	\$7,336
Store Lease .....	1,950
Utilities .....	500
Insurance .....	250
Advertising and Website .....	3,000
Miscellaneous .....	200
Loan Payment .....	<u>2,797</u>
Total Operating Expenses .....	<u>\$16,033</u>

Pre-Tax Income .....	\$71,472
Estimated Taxes (39.6%) .....	<u>28,303</u>
Net Income .....	<u>\$43,169</u>

### Income Statement Assumptions

Store revenues are based on an average of 780 transactions per month, consisting of 208 phone repairs at \$75 each (on average), 182 refurbished/used phone sales at \$250 each (on average), and 390 phone parts and accessories at \$15 each (on average). These numbers are fairly conservative considering the amount of traffic that passes through a typical mall each day. The store will be open Monday through Saturday, with the busiest days expected to be Friday and Saturday (approximately four times the volume of Monday through Thursday).

Online revenues are based on an average of 690 transactions per month, consisting of 90 phone repairs at \$75 each (on average), 150 refurbished/used phone sales at \$250 each (on average), and 450 phone parts and accessories at \$15 each (on average). After we ramp up advertising, the possibilities for online sales cannot be accurately projected because of the vast number of people on the internet daily. Needless to say, online sales would be expected to rise as we advertise more and more.

Cost of phone repair (primarily replacement parts) is estimated at 40% of retail. Cost of refurbished/used resale (primarily the cost of phone and replacement parts) is estimated at 20% of retail. Cost of phone parts and accessories is estimated at 1/3 of retail. Shipping for online orders is estimated at \$2 per phone and \$0.50 per part.

Manager and employee expenses include monthly pay to three general employees, one junior manager/technician, and one general manager/senior technician. The wages for the three employees would be \$2,477 (\$8/hour x 24 hours/week x 4.3 weeks/month x 3 employees). The wages for the junior manager/tech would be \$2,107 (\$14/hour x 35 hours/week x 4.3 weeks/month). The wages for the general manager/senior tech would be \$2,752 (\$16/hour x 40 hours/week x 4.3 weeks/month).

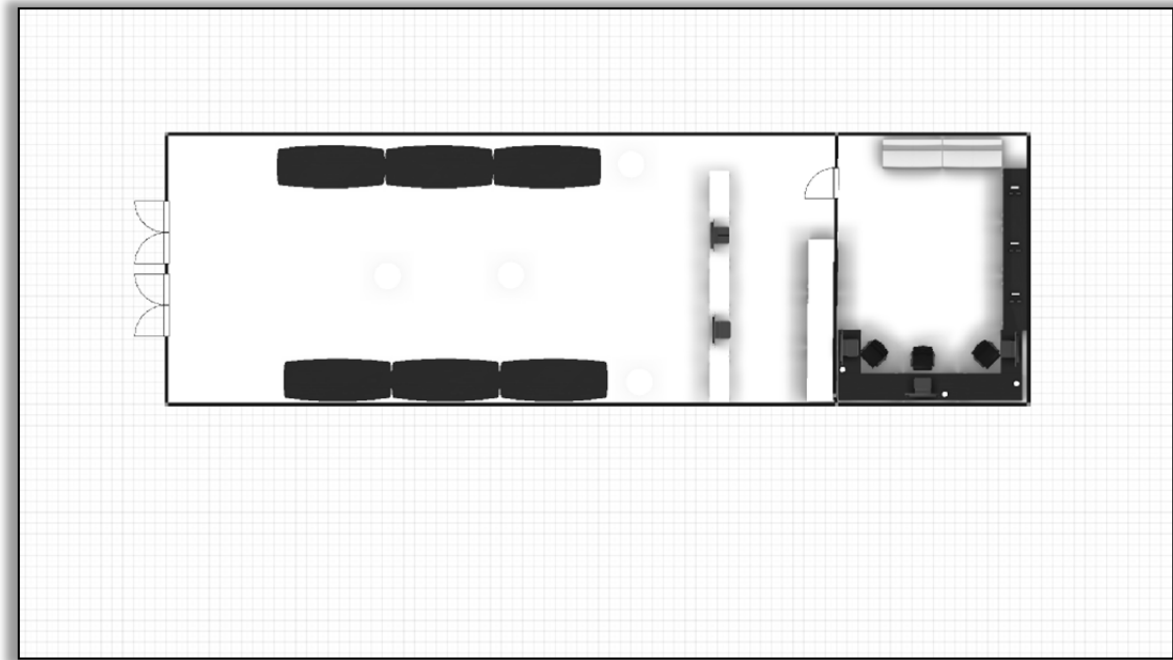
The store lease expense assumes a 2,000 square foot retail space at Northgate Mall in Cincinnati, Ohio. The average cost of comparable mall retail space in Cincinnati is \$11.70 per square foot per year, resulting in a monthly lease payment of \$1,950 ( $\$11.70/\text{square foot per year} \times 2,000 \text{ square feet} \div 12 \text{ months per year}$ ).

Utilities are estimated at \$500 per month for electric, phone, and internet. Property, liability, and worker's compensation insurance expense is estimated at \$250 per month. Advertising and website expenses are projected to be \$3,000 per month, although this may vary depending on special events and promotions. Miscellaneous expenses are estimated at \$200 per month.

We are requesting a loan in the amount of \$143,790, and would propose a 5-year term with an interest rate of 6.25%. Based on these terms, monthly loan payments would be \$2,797.

## Part IX—Supporting Documentation

### Store Layout Illustration 1: Top View of Store



### Store Layout Illustration 2: Sales Floor



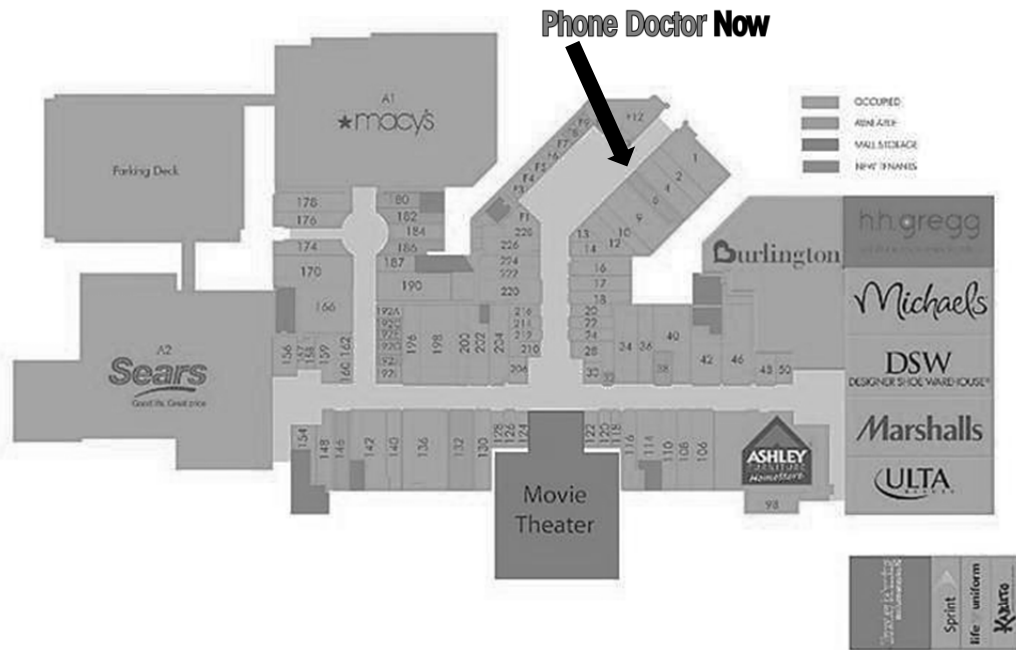
Store Layout Illustration 3: Back Office



Store Layout Illustration 4: Back Office, Alternate View



## Map of Northgate Mall and Potential Store Location



### TENANTS:

- |                                       |  |  |                                       |
|---------------------------------------|--|--|---------------------------------------|
| 1. Applebee's 6,150 SF                | 50. Mastercuts 1,322 SF                | 166. New York & Co. 6,496 SF             | 216. Urban Trends Hair Salon 1,047 SF |
| 2. Store at Cincinnati Bell 2,685 SF  | 52. Burlington Coat Factory 50,000 SF  | 170. Colerain Police Substation 6,582 SF | 220. Family Christian Books 3,916 SF  |
| 4. Today's Man 3,602 SF               | 98. Ashley Furniture 30,000 SF         | 174. Unfinished Space 3,064 SF           | 222. Glitter 2,060 SF                 |
| 6. AVAILABLE 2,000 SF                 | 106. Shoe Department 4,645 SF          | 176. Sci Fi City 3,081 SF                | 224. Nu Image 2,051 SF                |
| 9. Finish Line 5,743 SF               | 108/110. GQ For Men 6,632              | 178. Sylvan Learning Centers 3,947 SF    | 226. Hot Topic 1,800 SF               |
| 10. Kids Foot Locker 2,414 SF         | 114. Aeropostale 3,300 SF              | 180. AVAILABLE 2,701 SF                  | 228. Vitamin World 1,260 SF           |
| 12. Lady Foot Locker 2,220 SF         | 116. Spencer's Gifts 2,230 SF          | 182. AVAILABLE 2,610 SF                  | F1. Chicken Max 1,198 SF              |
| 13. Pretzel Twister 850 SF            | 118. Auntie Anne's 889 SF              | 184. Loveable You Portraits 2,212 SF     | F3. Gold Star Chili 624 SF            |
| 14. Eyebrows 1,434 SF                 | 120. Icing 1,251 SF                    | 186. AVAILABLE 2,606 SF                  | F4. Great Steak & Potato 624 SF       |
| 16. Games Galore 2,406 SF             | 122. Rogers Jewelry 1,566 SF           | 187. Northgate Fire Station 1,655 SF     | F5. Cincy Wings & Gyros 754 SF        |
| 17. Style HQ 2,564 SF                 | 124. Foreign Film 1,200 SF             | 190. Sports CollectAmerica 5,623 SF      | F6. Subway 468 SF                     |
| 18. Journey's 2,054 SF                | 126. Things Remembered 1,260 SF        | 192A. Regis 1,000 SF                     | F7. China Experience 624 SF           |
| 20. H&R Block 1,347 SF                | 128. Leah Relax Massage 1,251 SF       | 192C. AVAILABLE 771 SF                   | F8. AVAILABLE 624 SF                  |
| 22. GNC 1,470 SF                      | 130. Wet Seal 3,713 SF                 | 192E. AVAILABLE 649 SF                   | F9. AVAILABLE 688 SF                  |
| 24. Great American Cookie 1,470 SF    | 132. AVAILABLE 4,810 SF                | 192G. AVAILABLE 979 SF                   | F10. AVAILABLE 483 SF                 |
| 28. The Locker Room 2,800 SF          | 136. Victoria's Secret / PINK 8,000 SF | 192J. AVAILABLE 734 SF                   | F11. Smoothie King 391 SF             |
| 30. Zales Jewelers 1,245 SF           | 140. Cinderella 3,056 SF               | 192L. AVAILABLE 1,230 SF                 | F12. Lenscrafters 5,727 SF            |
| 32. AVAILABLE 304 SF                  | 142. Deb Shops 7,915 SF                | 196. Bath & Body Works 3,900 SF          | F13. Tokyo Experience 491 SF          |
| 34. Children's Place 5,320 SF         | 146. AVAILABLE 3,250 SF                | 198. Express 7,915 SF                    | A1. Macys                             |
| 36. Hair Max Beauty Supply 3,250 SF   | 148. Foot Locker 3,000 SF              | 200. AVAILABLE 2,600 SF                  | Inside Macys. Motherhood Maternity    |
| 38. AVAILABLE 1,661 SF                | 154. President Tuxedo 1,600 SF         | 202. Famous Labels 3,788 SF              | Inside Macys. Sunglass Hut            |
| 40. Body Central 6,511 SF             | 156-7. Kathy's Happy Organs 2,653 SF   | 204. Spotlight 3,685 SF                  | Inside Macys. Premier Salons          |
| 42. American Eagle 6,229 SF           | 158. Cincinnati Popcorn 804 SF         | 206. Kay Jewelers 1,537 SF               | A2. Sears                             |
| 46. Cincinnati Nails 3,000 SF         | 159. Radio Shack 2,402 SF              | 210. Voss Jewelers 725 SF                | Inside Sears. Avis/Budget Car Rental  |
| 48. Frederick's of Hollywood 1,800 SF | 160. Hannoush Jewelers 1,508 SF        | 212. Custom Teez 1,682 SF                | Inside Sears. Family Dental Care      |
|                                       | 162. Hat World 640 SF                  | 214. Claire's 1,096 SF                   |                                       |

- Inside Sears. Miracle Hearing Aid  
Sears Automotive Center  
A3. Movie Theatre  
A4. ULTA Beauty  
A5. Marshalls  
A6. DSW  
A7. Michael's Crafts  
A8. HH Gregg (Coming Soon)
- OUTLOT:**  
OL1: Burger King  
OL2: McDonald's  
OL3: Huntington Bank  
OL4: Longhorn Steakhouse  
OL5: TGI Friday's  
OL6: First Watch  
OL7: Potbelly (Coming Soon)  
OL8: Cheddar's
- OUTPARCEL:**  
OP1. Kabuto  
OP2. Life Uniform  
OP3. Sprint  
OP4. Tuesday Morning  
(Coming Soon)