

2015

The Solo-Preneur Revolution



Crystal Victoria
Target Evolution
3/10/2015

The Solo-Preneur Revolution

By: Crystal Victoria

Target Evolution

3/10/2015

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Overview- The Analogy

When our country needed soldiers to provide protection from harm, defend the borders, and enter military service, they began the process of Conscription (also known as a draft) and made it mandatory for youth to train for battle and war.

Compulsory enrollment and induction into the military service. Conscription is commonly known as the draft, but the concepts are not exactly the same. Conscription is the compulsory induction of individuals into the **Armed Services**, whereas the draft is the procedure by which individuals are chosen for conscription.

Conscription typically involves individuals who are deemed fit for military service. At times, however, governments have instituted universal military service, in which all men or all people of a certain age are conscripted.

Most governments use conscription at some time, usually when the voluntary enlistment of soldiers fails to meet military needs. Conscription by national governments became widespread in Europe during the nineteenth century.

<http://legal-dictionary.thefreedictionary.com/Military+draft>

Asking individuals to sacrifice their lives, potentially damage health and mental state, or risk families for a greater cause than themselves is asking a lot, but we have done it. The fact that “your country needs you” has not been enough though to generate mass enrollments for the armed services, in spite of the amazing benefits and the true honor of serving. For some, it was an amazingly scary opportunity with potential lasting rewards.

“The United States used conscription again briefly during the Civil War. The Union Enrollment Act of 1863 drafted all able-bodied men between twenty and forty-five years of age. The act provoked a hostile public response because it excused from military service those who were able to pay a fee of three hundred dollars. The law incited violent public disturbances, called the Draft Riots, in New York City between July 13 and 16, 1863. One thousand people were injured in the riots.”

<http://legal-dictionary.thefreedictionary.com/Military+draft>

We are grateful to those whom have served our country and were brave enough to endure the dangers of service for our freedoms.

Our Battle to Protect the Future

Today, we are fighting an internal battle for our economic stability and recovery, for the good of generations yet unborn, and our young children whom, one day will need the same resources and opportunities that we have enjoyed and utilized. Entrepreneurial education and the opportunity to develop a business must be made simpler and convenient, if not mandatory, for all. The U.S. Constitution says “We the People...” and our economic recovery and future is ultimately the responsibility of “We, The People”, not just the government, not just the wealthy and educated, or the privately owned small business sector.

Entrepreneurship and job creation is one of our countries most current internal battles, and we must place significant focus and emphasis on the solutions and “soldiers”, whom have a passion to seek the outcomes and accomplish the goals for the future. No longer can we afford to only help some businesses while others fail, or reserve resources for the businesses and entrepreneurs whom are more experienced, financially stable, well-connected, and highly educated.

“The home run successes are impactful and important, but they represent only one slice of the entrepreneurial spectrum, and not the slice that is most relevant to most people. Many, after all, will start not the next Facebook but an art gallery or restaurant, generating good earnings for themselves, jobs for several others, and a fulfilling lifestyle. Programs which ignore and implicitly denigrate companies that lack “10-X” growth potential overlook the great majority of entrepreneurs who never raise venture capital or appear on TechCrunch. That, in turn, can further feed the stereotype of entrepreneurship as being only for the Mark Zuckerbergs of the world.”

Kauffman Foundation, 2013 report, *Entrepreneurship Education Comes of Age on Campus: The challenges and rewards of bringing entrepreneurship to higher education*

Doing things the hard way, making our youth learn from failure and struggle, is not going to save our economy. For some, it is frustrating and discourages, causing the opposite reaction, which is fear of failure, lack of effort, and motivation. For most, entrepreneurship appears to be a continuous path of uncertainty which could lead to bankruptcy and that all-encompassing nasty “F-word (failure)” we’d all like to avoid. The idea of homelessness, repossessed cars and starvation do not sound very appealing, especially not to those whom were raised in low-income families with these issues or those whom have recently finished struggling to obtain a college education or degree. This also does not mean the individuals are unable to successfully manage and grow an entrepreneurial endeavor. Without entrepreneurial education and business development focused on solo-preneurs and individuals, our economic state will again decline into recession.

The decline in business ownership among young graduates also reflects a relatively low appetite for risk. Young individuals have less confidence, said Donna Kelley, a professor at Babson College. In an annual survey she oversees, more than 41% of 25-to-34-year-old Americans who saw an opportunity to start a business said fear of failure would keep them from doing so, up from 23.9% in 2001. **“The fear of failure is the measure we should be most concerned about,”** she said.

The core risk-taking backbone of America is being crushed under the weight of student debt, regulation, and short-memories of their parents suffering in the last two decades as 'wealth' has been eviscerated twice thanks to Federal reserve boom-bust cycles.

<http://www.zerohedge.com/news/2015-01-03/peak-dream-death-young-american-entrepreneur>

Our attempts to convince others to care about a future they may not see and take on problems they do not have, nor want, have failed. If doing so worked, we never would have had a military conscription, nor would we have the current decline in entrepreneurship and business deaths prevalent in our economy today. Most individuals are too preoccupied managing their households to take the risk of starting a business to create jobs and opportunities for the next or current generation of children.

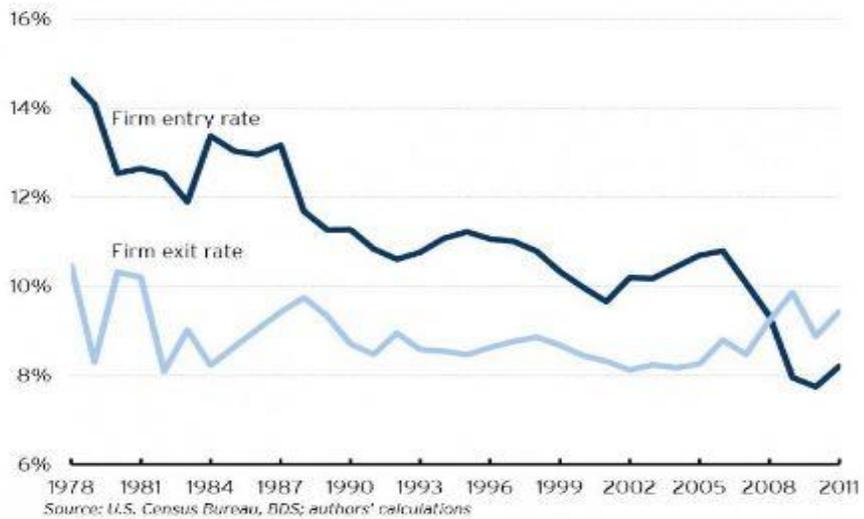
An article entitled “Death of the Young American Entrepreneur” states “The plunge in business ownership captured in the Fed survey is an “interesting and **worrisome finding,**” said John Davis, faculty chair of the Families in Business Program at Harvard Business School. If the trend continues, he said, the U.S. economy could become less vibrant.

“We need startups not only for employment, but also for ideas,” Mr. Davis said. “It’s part of the vitality of this country to have individuals starting new businesses and trying new things.”

<http://www.zerohedge.com/news/2015-01-03/peak-dream-death-young-american-entrepreneur>

A recent study by the Kauffman Foundation has found new research shows that the country’s rate of new business creation, which peaked about decade ago, plunged more than 30 percent during the economic collapse and has been slow to bounce back following the recession. And that’s despite the fact that, over the last few years, the portion of the U.S. population between the ages of 25 and 55 – historically the prime years for starting a business – has been expanding, according to data compiled by the Kauffman Foundation.

<http://www.washingtonpost.com/news/on-small-business/wp/2015/02/12/the-decline-of-american-entrepreneurship-in-five-charts/>



For the first time on record, business deaths now outpace business. (Chart by Brookings Institute)

<http://www.washingtonpost.com/news/on-small-business/wp/2015/02/12/the-decline-of-american-entrepreneurship-in-five-charts/>

The Solo-Preneur Solution

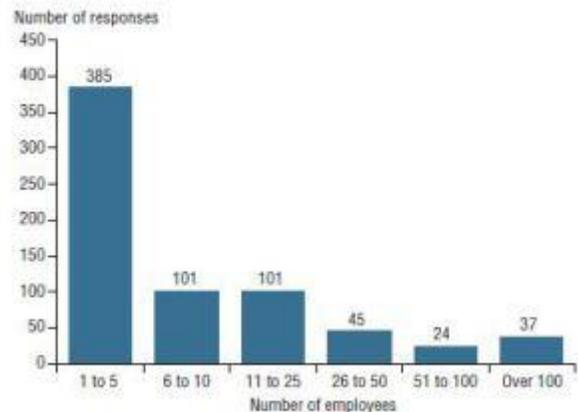
What is a Solo-Preneur”?

According to the Urban Dictionary, the term “Solopreneur” has been defined as an entrepreneur who works alone and runs their business single-handedly. They may use contractors, but they have the most responsibility for the day-to-day running of their business.

The best way to describe a “Solopreneur” is that they create and live their own vision and embody their own brand. They collaborate and form partnerships (and personal team) with like-minded solopreneurs. They outsource all the stuff they do not want to do – and almost everything is automated.

Chart from Federal Reserve Bank of Dallas | Community Development
2014 Texas Small Business Poll

CHART 2
Microbusinesses Dominate Among Survey Respondents



“Solopreneur” firms DO grow beyond one person to include more likeminded professionals. Currently, microbusinesses dominate the industry.

Examples of Solo-Preneurs

- Hobbyist (jewelry makers, collectors, nature, holistic)
- Professionals (accountants, attorneys, architects, engineers, doctors, educators)
- Tax preparers
- Non profits

Real Estate Agents (wholesalers or fix & flip)
Insurance Agents
Independent Contractors (service providers, consultants, and business & life coaches)
Online Businesses/Network Marketing
Writers
Fund-Managers & Broker-Dealers
Business Brokers
Trades (electricians, operators, landscaping, AC/HVAC, etc)
Scientist
Math
Artist
Musicians
Wellness & Nutritionist
Physical trainers
Technology
Truck Drivers

The Challenge

Our world has evolved into an atmosphere of convenience. Resources for entrepreneurs must be made more convenient and affordable, as well. This trend of convenience has taken precedence in everything we do from the explosion of the World Wide Web to mobile devices and search engines like Google. The world is at our fingertips. We must embrace this reality in our approaches to educating and supporting entrepreneurship amongst Millennials.

“Millennials, Kauffman researchers suggest, have the best shot at leading an entrepreneurial recovery, as they grew up in the digital age, have had more exposure to entrepreneurship and have higher levels of education than previous generations. By 2020, they will also represent the largest age segment of the U.S. population.

Here’s the problem: they aren’t starting businesses. In fact, the rate of business formation by Americans ages 20 to 34 has fallen sharply since 2010, and millennials aren’t starting nearly as many new enterprises today as baby boomers were creating when they were the same age.”

According to Wendy Guillies, Kauffman’s acting president, “Obtaining all those upper-level degrees didn’t come cheap, either. The ever-growing mountain of student debt has left many young adults without the savings they might have had to put toward a business venture.

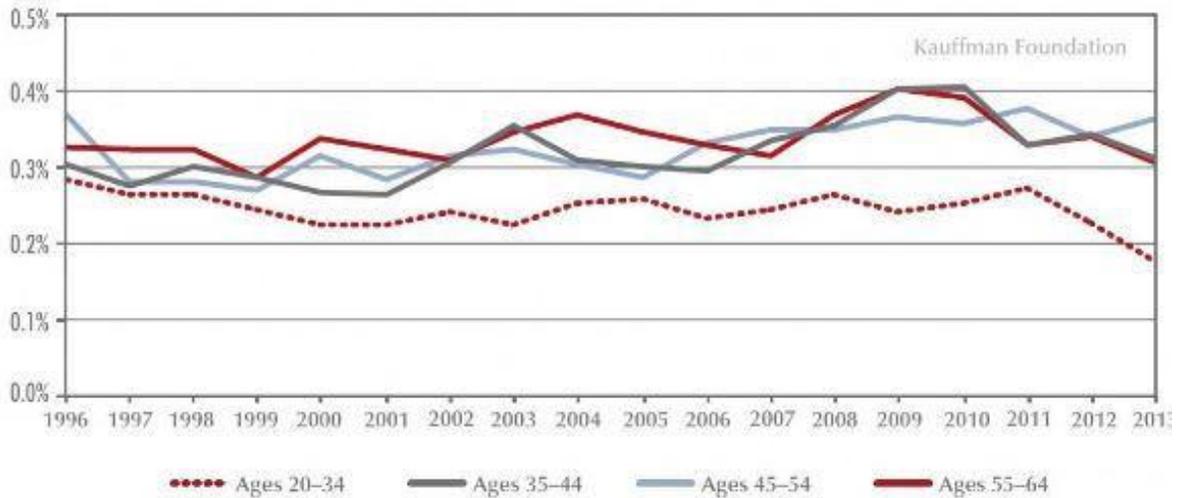
“Many [millennials] are starting their careers from a negative financial position, and the burden of student debt certainly isn’t helping,” Guillies said.”

<http://www.washingtonpost.com/news/on-small-business/wp/2015/02/12/the-decline-of-american-entrepreneurship-in-five-charts/>

Restoration of the trend in entrepreneurship is necessary, and can be done by targeting Millennials and fostering environments of creativity and innovation. Countries like Japan make plans today for the seventh generation, and some companies have one hundred year business plans. They place a heavy focus on instilling social responsibility, work ethic, and leadership in the youth from a young age. If we do not adopt

that mentality and stabilize our economy with Millennial entrepreneurs creating jobs, businesses, and industries, then our future will suffer the consequences.

Rate of New Entrepreneurial Activity, by Age (1996–2013)

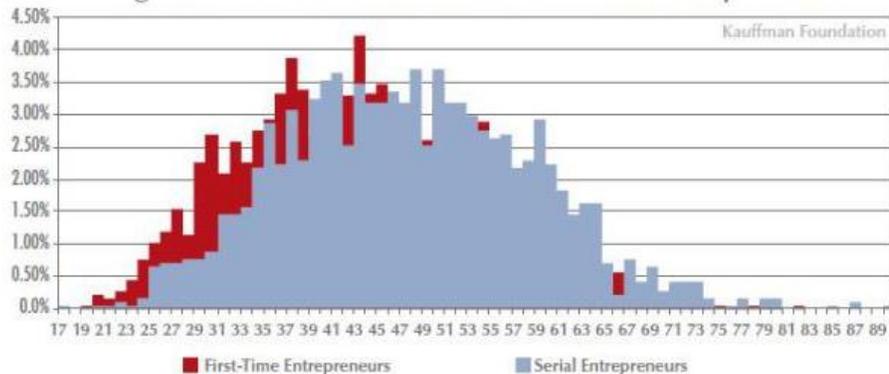


Millennials aren't starting companies like Boomers did. (Chart by Kauffman Foundation)

The Market

Target Evolution’s proposal is complete with data and research to support the seriousness of the state of entrepreneurship and our economy without its support. In addition, we have outlined the scope and concept of Target Evolution’s brand, which provides mentoring, scholarships, entrepreneurial certification, micro-lending, and other resources for Millennial solo-preneurs and young aspiring entrepreneurs ages 21-29. Target Evolution has one goal, which is creating a successful, purposeful generation of young entrepreneurial leaders. Our future growth and economic stability is in the hands of God and our nation’s youth.

Figure 3
Age Distribution of First-Time and Serial Entrepreneurs

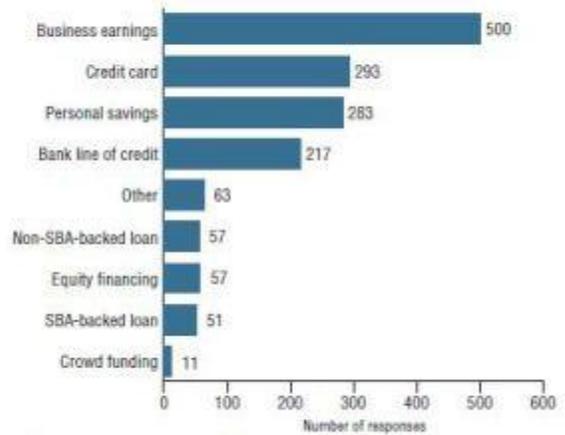


Source: Kauffman Firm Survey

We have a ten year plan of growth, stability, and economic development and with a 50 year strategic outlook. It's time to target the solo-preneurship evolution taking place in our communities, our nation, and around the globe with academic entrepreneurial education environments and funding resources. By doing so, we will solve the problem of decline in entrepreneurial activity due to lack of capital and resources prevalent in Millennial and Generation Z. Many of these entrepreneurs are concerned for their futures and fearing the failure of business ideas, during the most important phase of business development, which is startup.

Chart from Federal Reserve Bank of Dallas | Community Development
2014 Texas Small Business Poll

CHART 8
Top Types of Financing Used



NOTE: Respondents could select up to three options.

Millennial Entrepreneurs

Age 18-35, starting the businesses of the future!

PRESTO MARKETING GROUP

ITEM NO. 001

- 70.9% of teens say they are interested in becoming entrepreneurs
- 54% of the Millennials plan to start their own business this year

ITEM NO. 003

Statistics of Entrepreneurs Starting Their Own Businesses

More Free Time	20%
>5 Yrs Experience	25%
6-10 Yrs of Experience	28%
Age 18-35	67%

ITEM NO. 005

Less than 1% of entrepreneurs come from extremely rich or extremely poor families

ITEM NO. 002

Entrepreneurs create 75% of all new jobs in our economy every year

ITEM NO. 004

- Total Debt of College Students = 1 Trillion Dollars
- 88% of college students say entrepreneurship education is vital
- 74% of college students have no access to entrepreneurship resources on campus

ITEM NO. 006

23% of Millennial Entrepreneurs people started a business as a result of unemployment

Copyrighted 2014 - Presto Marketing Group | Sources: entrepreneur.com & business.time.com & edpintions.com

Quick Facts on the Millennial Mindset and Entrepreneurship

Work: Company culture infused with innovation and entrepreneurship.

- 72% of Generation Z wants to start their own business. ([Global Messaging](#))
- 78% of Millennials are strongly influenced by how innovative a company is when deciding if they want to work there. ([Deloitte Millennial Survey](#))
- 90% of Millennials think being an entrepreneur means having a certain mindset rather than starting a company. ([oDesk](#))
- 72% of Millennials still at “regular” jobs want to quit to be entirely independent; 61% say they likely will within two years. ([oDesk](#))

Leadership: Honesty and development take high priority.

- 52% of Generation Z and Millennials state that honesty is the most important quality for being a good leader. ([Millennial Branding](#))
- In the last 5 years, 87% of Millennial workers took on management roles, vs 38% of Generation X and 19% of Boomers. ([Business News Daily](#))
- 50% of Millennials believe their organization could do more to develop future leaders. ([Deloitte Millennial Survey](#))
- 1 in 4 Millennials are “asking for a chance” to show their leadership skills. ([Deloitte Millennial Survey](#))

The Millennial Entrepreneur

- 50% of bloggers are Millennials. (Nielsen)
- 35% of employed Millennials have started their own business on the side to supplement their income. ([Iconoculture](#))

Education: Virtual and mobile learning go into overdrive.

- 52% of Generation Z use YouTube or social media for typical research assignments. ([Mashable](#))
- 50% of Millennial college students say they don’t need a physical classroom. ([Millennial Branding](#))
- 39% of Millennials view the future of education as being more virtual. ([Millennial Branding](#))
- 67% of young professionals say that online degrees will be as accepted as traditional college degrees. ([Fast Company](#))

The Millennial Leader

- 15% of Millennials are already in management positions. ([PayScale](#))
- 60% of Millennials recognize their current position as a mere stepping-stone. ([Time](#))
- Nearly 40% of Millennials surveyed believed that they should be promoted every 2 years. ([Time](#))
- 92% of Millennials believe businesses should be measured by more than their profits. ([Deloitte](#))

Financial: Less is truly more, the new minimalism movement.

- 81% of Millennials say they value experiences over material items. ([JWT Intelligence](#))
- 25% of Millennials (18-27 year olds) say their shopping behavior has ‘changed significantly’ and another 47% say it has changed somewhat. ([Price Waterhouse Coopers](#))
- 45% of Millennials believe living frugally puts you on the path to success rather than long-term investing. ([Business Insider](#))

- 72% of Millennials say they would like to increase their spending on experiences rather than physical things in the next year. ([Eventbrite](#))
- 90% of Millennials think being an entrepreneur means having a certain mindset rather than starting a company. ([Elance/Odesk](#))
- 54% of Millennials either want to start a business or already have started one. ([Kauffman Foundation](#))
- 61% of U.S. high school students want to be entrepreneurs rather than employees. ([Post Gazette](#))
- 63% of Generation Z think entrepreneurship should be taught in college. ([Fast Company](#))

The Millennial Consumer

- 78% of Millennials would rather spend money on a desirable experience than buy coveted goods. ([Harris/Eventbrite](#))
- 95% of Millennials say that friends are the most credible source of product information. ([Social Chorus](#))
- 54% of Millennials said they would prefer to pay for purchases using their smartphone as a mobile wallet instead of credit cards. ([Ypulse](#))
- 88% of Millennials have or would deposit a check by snapping a picture of it and 45% would want to pay bills the same way. ([USA Today](#))

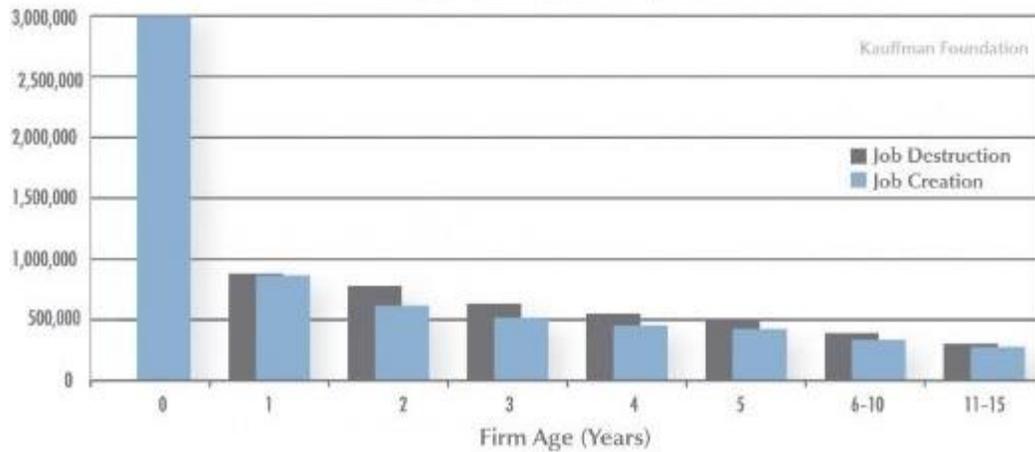
The Millennial Parent

- 40% of Millennials are already parents & in the next 10-15 years, 80% of them will be parents. ([Advertising Age](#))
- 83% of new moms are Millennials and three-quarters of these digital natives report searching for parenting advice on their mobile devices. ([Baby Center](#))
- 86% of Millennials are trying to or will try to avoid being a “helicopter parent.” ([Ypulse](#))
- 61% of Millennial moms are in the workforce. ([Millennial Marketing](#))
- 50% of Millennial parents say they try to buy products that support causes or charities. ([Millennial Marketing](#))
- 52% of Millennials say being a good parent is one of the most important things to them. ([Pew Research Center](#))

- Millions of small businesses are run 100% virtually from a laptop, tablet, or business apps. In fact, j2 Global found that 36% of Millennial entrepreneurs use more than 5 mobile apps to run their businesses.

To view all articles and references to verify the statistics above, visit our website www.targetevolution.org and click on the tab “Millennial Entrepreneur Quick Facts”.

Figure 4: Job Creation and Loss by Firm Age
(Average per year, by year-group, 1992-2006)

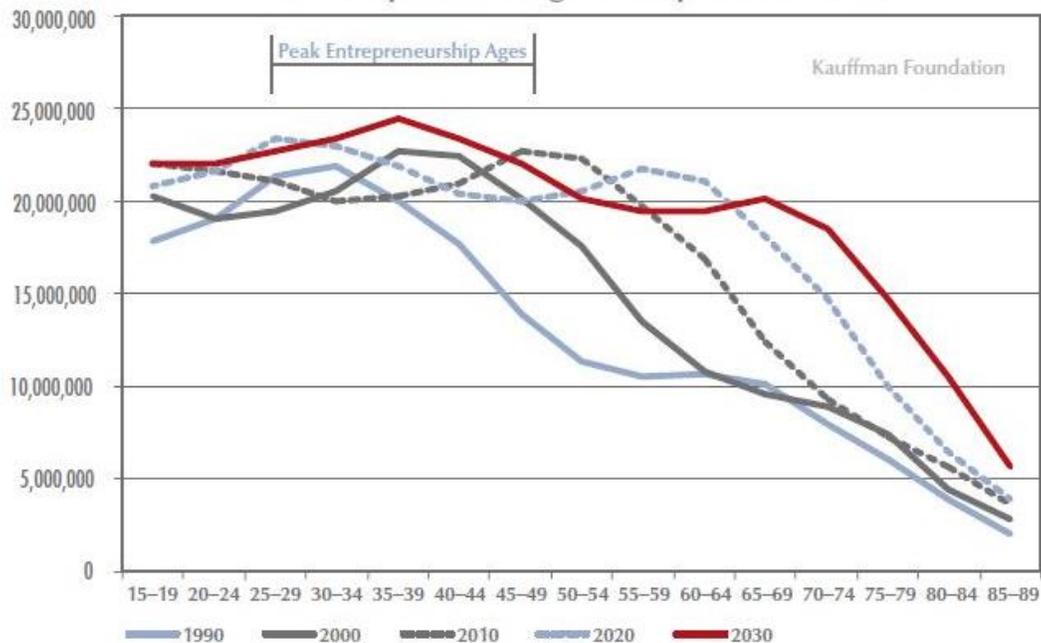


Kauffman data suggests that new firms are responsible for virtually all net new jobs. (Chart by Kauffman Foundation)

“Small business, historically, creates about two-thirds of our nation’s net new jobs. Small firms employ almost half of the private sector workforce. They make up about half of our nonfarm gross domestic product. They are a major source of both innovation and economic stability. Not to mention opportunity for upward mobility.”

<http://www.usnews.com/opinion/blogs/opinion-blog/2015/02/19/decline-of-small-business-hurts-economic-recovery-jobs-growth>

Figure 4
U.S. Population Age Group (1990-2030)



Source: Julie Meyer, “Age: 2000,” Census 2000 Brief, U.S. Census Bureau, October 2001; Lindsay M. Howden and Julie A. Meyer, “Age and Sex Composition: 2010,” 2010 Census Briefs, U.S. Census Bureau, May 2011.

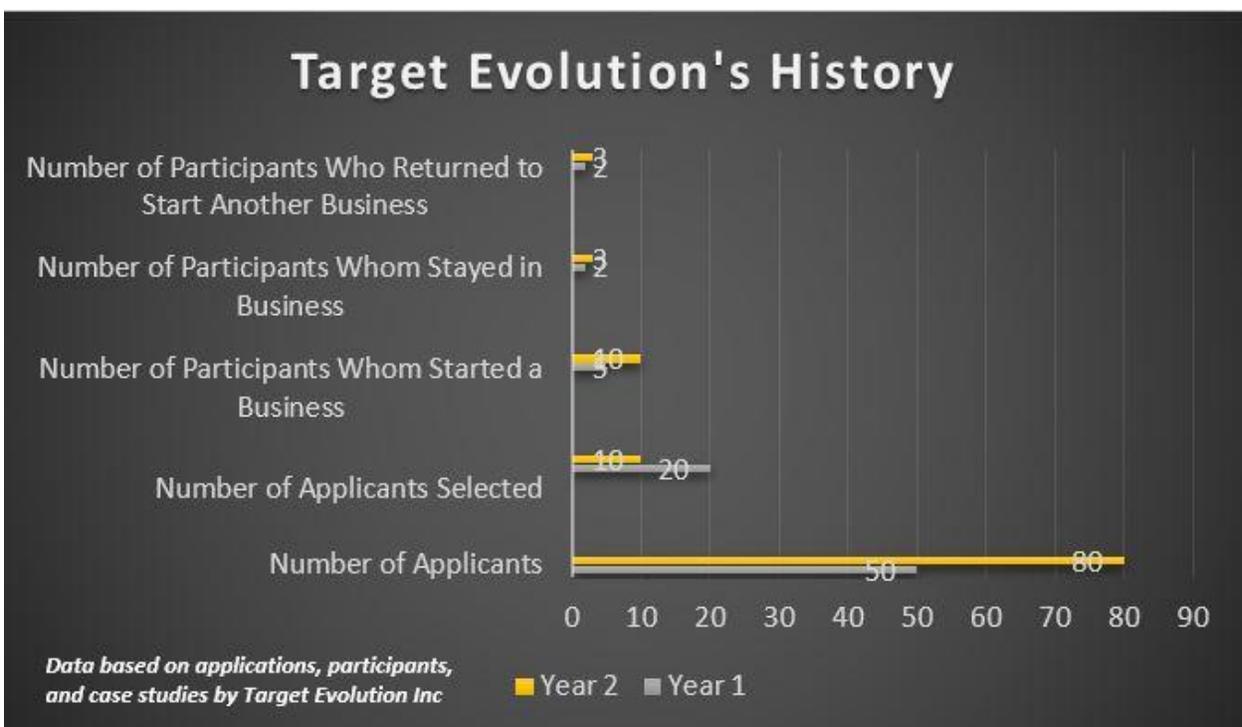
History

Target Evolution Foundation is a 501(c) 3 nonprofit organization founded in April of 2011 by Crystal Victoria, which provides training, coaching, and a network of mentors to aspiring entrepreneurs in the Dallas community. With very little advertising and a small budget in the first year of inception, Target Evolution had almost a hundred interested participants submit resumes and applications for assistance with business endeavors. After assessing the needs of the applicants, thirty applicants were chosen to begin participating in the entrepreneurship program.

At the end of 2011, Crystal Victoria noticed a need amongst the for-profit education career schools. The schools were suffering due to low job placement rates, which are required to maintain federal accreditation. Crystal began consolidating the program into a curriculum for the career colleges that were on probation with the accrediting agencies. It is a fact that entrepreneurship counts as job placement for the career and technical colleges, however, very few of them had any entrepreneurship training programs for students.

The concept worked and many more students applied to Target Evolution, however by mid-2012, the program grew to become overwhelming for one person. In addition, Target Evolution's curriculum had to be approved by Texas Workforce Commission in order for students to receive credit for courses and the organization to receive funding from the schools. To ensure the program's effectiveness, operations were reduced and new enrollments were not accepted during the re-development of Target Evolution into a nine month on-site academic program in compliance with Texas Workforce Commission's requirements for a state licensed career training school. Crystal raised over \$60k in seed capital for operations from her first book and family.

In February of 2014, she began recruiting a new team and began having regular bi-weekly meetings to transition the academic institute from a campus location to an online program. In June 2014, the team was complete. Target Evolution Entrepreneurial Institute was re-born and becoming reality. Since June 2014, the team has reduced startup operating costs by 75%, recruited expert staff and faculty leadership for the day-to-day operations, solidified our certification programs and curriculum, secured office space, and secured investors. Target Evolution Entrepreneurial Institute's first session of classes will begin in mid-2015.



A total of 87 individual applications for entrepreneurial assistance and internship from Internships.com alone. In person applications is 42. The total with in-person application documentation is 129.

Screenshot of the number of applications from Internships.com ONLY.

Title	Applicants	Date Posted	Status	Actions
Editorial / Journalism Intern or Education Major Intern	7	8/4/2014	Active	View Copy Edit Close
Editorial / Journalism Intern or Education Major Intern	1	8/4/2014	Closed	View Copy
For Aspiring Entrepreneurs!! (2 new)	10	6/15/2012	Expired	View Copy
Office Assistant	20	9/21/2011	Expired	View Copy
For Aspiring Entrepreneurs!!	16	9/21/2011	Expired	View Copy
Office Assistant to work from home!	4	5/22/2011	Closed	View Copy
Administrative Assistant	1	5/22/2011	Closed	View Copy
Administrative Assistant	8	5/10/2011	Closed	View Copy
Administrative Assistant	4	5/10/2011	Closed	View Copy
Administrative Assistant	24	4/30/2011	Closed	View Copy

For Aspiring Entrepreneurs!!

Target Evolution Entrepreneurial Institute
Virtual

Company Location: Dallas, TX
Application Deadline: Available Year-round
Position: 5 Part-time, Unpaid

Connections
You may have friends that can give you a referral to this company. Click the Who? button to find out.

Share [Facebook] [Twitter] [Email]

Description
Mission Statement
Creating a successful, purposeful generation of young entrepreneurs

Vision
Encouraged young individuals pursuing entrepreneurship by finding and developing natural talents & abilities and helping others to do the same.

Our Objective:
We're working to improve economic conditions in the Dallas area, decrease the crime rate, and increase the number of successful entrepreneurs working together to encourage and mentor young individuals. Our organization is proactive in job creation for generations to come.

Learning to survive in our quickly evolving society, has become a separate principle important as education, health, and spirituality.

Target Evolution, Inc (Entrepreneurs Creating Success Association (ECSA) is a non-profit organization created in 2011 to help the next generation of entrepreneurs break into business and grow. And because most places won't hire ex-offenders, Target Evolution assists them in starting their own businesses.

We take individuals through the beginning phases of starting and branding a business: Planning, Marketing, and Money.

We help people develop business and marketing plans, set goals, and create resumes that rock.

Screenshot of the ad “For Aspiring Entrepreneurs” placed on Internships.com

Screenshot of the full ad “For Aspiring Entrepreneurs” placed on Internships.com

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We also serve as a registered agent through the Texas Secretary of State, enabling us to file incorporation documents and assist in knowledge of state tax laws, business organization code compliance, business entities (LLC, Inc, etc), and doing business in other states (Foreign Qualifying or Incorporating).

We also have a Career/College Preparation Department and course available to high schools and for-profit colleges in the Dallas area.

Target Evolution taps into people's strengths and abilities in order to help them thrive, which results in thriving families and communities.

Responsibilities

- Assist in constructing Business and Marketing Plans
- Assist members with intake procedures
- Organize and collect progress reports
- Monitor project calendar, ensuring project is on schedule and deadlines are met
- Check emails
- Post website updates on Facebook & Twitter
- Organize networking events & special social events
- Any thing else that intern specializes in is welcomed

Requirements

- Understand cost-reduction principles and how to implement goals
- Possess skills at assessing issues, defining solutions, and implementing strategy
- Perform well in environment that values leadership, efficiency, dependability, and organization
- FLEXIBLE SCHEDULE
- GREAT PERSONALITY
- WILLING TO LEARN
- OPEN-MINDED

Taskbar icons: Microsoft Word, Notepad, Scissors, Calculator, Target Evolution logo, Adobe PDF, Internet Explorer.

We Believe

The best way to improve economic conditions and create a sustainable future is to increase the number of successful small business owners encouraging and mentoring solo and aspiring entrepreneurs through an educational institution.

Our Solution

At Target Evolution, we have infused a career-training institute with a startup business incubator to foster creative entrepreneurship through an academic educational institution. For the price of tuition, students receive a quality education AND LAUNCH the small business of their future.

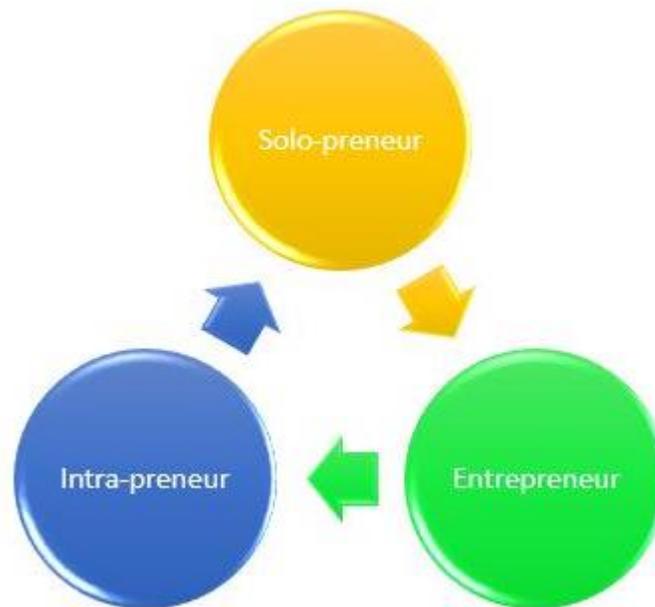
Rise of Entrepreneurship Education on Campus

- 1975: Colleges/universities offered around 100 formal majors, minors, and certificates in entrepreneurship 1
- 1.5 percent of college freshmen report to want to own a business 2
- 1985: About 250 courses in entrepreneurship 3
- 2000s: Colleges and universities are receiving major endowments for entrepreneurship education 4
- 2008: More than 5,000 entrepreneurship courses. More than 400,000 students a year take them. Around 9,000 faculty members teach entrepreneurship 5

1. Wendy E.F. Torrance, Jonathan Rauch, Williams Aulet, Lenore Blum, Brad Burke, Troy D’Ambrosio, Kimberly De los Santos, et al. “Entrepreneurship Education Comes of Age on Campus: The Challenges and Rewards of Bringing Entrepreneurship to Higher Education,” *Ewing Marion Kauffman Research Paper*, August 2013, at http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2307987.
2. John H. Pryor and E.J. Reedy, “Trends in Business Interest Among U.S. College Students: An early exploration of data available from the Cooperative Institutional Research Program,” November 1, 2009, at <http://ssrn.com/abstract=1971393>.
3. Wendy E.F. Torrance and Jonathan Rauch, “Entrepreneurship Education Comes of Age on Campus: The Challenges and Rewards of Bringing Entrepreneurship to Higher Education,” *Ewing Marion Kauffman Research Paper*, August 2013, at http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2307987.
4. George T. Solomon, Susan Duffy, and Ayman Tarabishy, “The State of Entrepreneurship Education in the United States: a Nationwide Survey and Analysis,” *International Journal of Entrepreneurship Education (IJEE)*, Vol. 1 Issue 1, 2002, at <http://www.senatehall.com/entrepreneurship?article=19>.
5. George T. Solomon, “The National Survey of Entrepreneurship Education: An Overview of 2012-2014 Survey Data,” George Washington University Center for Entrepreneurial Excellence, forthcoming 2015.

The New Paradigm

The Solo-preneur, Entrepreneur, & Intra-preneur Cycle



Solo-preneurs become entrepreneurs, whom develop intra-preneurs. The creation of a great idea starts in the mind of one person, whom works to develop and test the idea. While doing so the solo-preneur recruits a team and develops a company, transitioning the solo-preneur to an entrepreneur. Entrepreneurs create

companies which create jobs, and they help to develop intra-preneurs, whom advance into leadership positions within a company spurring growth and innovation.

The methodology presented suggests that by providing a focused educational institute for solo-preneurs, then intra-preneurs could make the transition to solo-preneur and keep a continuous flow of business development and job creation. In this case, intra-preneurs would take the place of the employee, but more similar to an apprenticeship. This theory would bring continuous evolution and innovation into new and older firms, and would give intra-preneurs the creative mindset necessary for becoming an entrepreneur and cultivating ideas as they age.

“Business launches are glamorous and easy to count, but an excessive focus on them misses the mark of our approach. The consistent emphasis on startups means too little attention is paid to benefits of intrapreneurship, the use of entrepreneurial skills within established businesses, where much valuable entrepreneurship and innovation take place. It also overlooks the rapidly growing importance of “solo-preneurship,” in which individuals in personal-service industries such as design and marketing turn themselves into, as it were, micro-conglomerates, developing portfolios of products and networking with other solo-preneurs to create sustainable personal brands and businesses. Startup-oriented tunnel vision, in other words, can diminish entrepreneurship education’s relevance to many of the people who need it most.”

Kauffman Foundation, 2013 report, *Entrepreneurship Education Comes of Age on Campus: The challenges and rewards of bringing entrepreneurship to higher education*

Measuring Outcomes

A straightforward form of measurement is to count businesses started by graduates of entrepreneurship programs, or to count startups that received venture funding. Startups and capitalizations have the advantage of being easy to quantify, but they cannot measure the value added by the entrepreneurship program. Some entrepreneurs, after all, would have founded ventures even without help; others would have embarked on different business ventures, or experienced different outcomes.

An example is the so-called LEO-I model, in use at Arizona State. It seeks to collect and weigh data on four dimensions:

- Landscape: What does the university offer by way of training in entrepreneurship, including any courses that contain entrepreneurial components?
- Engagement: How many students are enrolling in and completing entrepreneurship coursework? How many faculty and staff members, mentors, and other participants are involved?
- Outputs: What are the quantifiable outcomes from the programs, such as startups, venture financing, patents, and so on?
- Impact: To what extent has the program changed the world or inflected students’ lives? Impact is subtly but importantly different from output, and harder to measure. “If you create twenty-five student startups but they’re dead in a year,” a university official told us, “that’s an output, but not an impact.”

The LEO-I template, while by no means the only or single best way to go about measuring, is a useful way to organize thinking about metrics, including, as it does, both narrow and broad yardsticks. Merely the act of using such a measurement template can help keep a program focused, even if the data are unscientific. “It’s not just about us collecting data,” an official told us, “but telling the community how successful—or not—we’ve been.”

Another useful measurement tool is the survey. Stanford, for instance, recently surveyed 140,000 alumni from the 1930s and 1940s up to the present day, asking whether they had founded businesses, which of Stanford's programs relating to entrepreneurship they had used, and which were most useful.

“Still, where metrics are concerned, much remains to be done; the development of metrics lags behind the pace of entrepreneurship education program development.”

Kauffman Foundation, 2013 report, *Entrepreneurship Education Comes of Age on Campus: The challenges and rewards of bringing entrepreneurship to higher education*

Hazards of Over measuring

Despite such problems, the majority view is that measuring success is both worthwhile and practical, even if measures are less than perfect. “It's very easy to criticize various metrics and ways of measure,” one participant told us, “but I think the important thing is to just start tracking something, so there's some baseline to compare changes and improve on the methodology over time.”

Another concern is defining success too narrowly in terms of startups and venture funding. Yet another problem with measurement is its tendency to emphasize big success stories, in the form of high-revenue, fast-growth, and multi-employee businesses.

Kauffman Foundation, 2013 report, *Entrepreneurship Education Comes of Age on Campus: The challenges and rewards of bringing entrepreneurship to higher education*

“The Soldiers” Board of Directors and Management



Message from the Board of Directors

As the Board of the Directors, it is our privilege and responsibility to lead this Institute toward its ambitious goals and to strive to realize its great potential! We take the vision for this Institute as personal trusts, and are honored to have gathered and created significant documentation on our intent, which we use to guide our decisions and actions.

Our Mission, Vision, and Values

Our goals for Target Evolution, is to consistently seek higher levels of performance and impact, as well as, uphold our values, be purpose-driven, and most importantly create an environment of opportunity for aspiring entrepreneurs in the community and society.

We will not be satisfied with making an occasional temporary success story or initiating great programs. We intend to perform at the highest level of excellence consistently, avoiding

complacency, by adhering to the same entrepreneurial mindset and principals that we apply to our personal business endeavors, in which we have clearly reflected in the creation of this Institute.

It is through these entrepreneurial endeavors, that we have laid a foundation for the opportunity this Institute creates.



Crystal Victoria
Founder of Target Evolution

Crystal Victoria is the embodiment of strength having overcome several significant obstacles on her way to becoming a success. A native of Denton, Texas, Ms. Victoria spent her formative years seeking her life's true passion and working diligently to find a way to leverage her skills to make a greater difference. Her educational background includes Civil Engineering from the University of Texas at Arlington and Business Administration from El Centro College. She brings with her almost a decade of entrepreneur experience including Target Evolution Foundation Incorporated, 501(c) 3 nonprofit organization, which serves as the inspiration for her entrepreneurship educational program Target Evolution Entrepreneurial Institute (TEEI).

Crystal Victoria is currently a published author of six books and motivational speaker attuned to the needs of the coming generations. *From the Streets to the Skies No Limits* is the autobiography of her life, revealing the strong woman behind the business, how she overcame obstacles, and her journey to becoming the change she wanted to see in the world. Crystal frequently mentors in the First Friday Program by Judge Jeanine Howard in Dallas County Criminal District Court, which helps young individuals complete probation and reintegrate into society. She is an investor level member of the Greater Irving Las Colinas Chamber of Commerce and works towards the empowerment and education of young women. Her future goals are to pursue her doctorate degrees in Business Administration and Education.

Over the past several years, Crystal has been featured in several magazines internationally, and has been interviewed on dozens of radio show programs both online and syndicated broadcasts. She also has consulted and worked with many successful startups and young aspiring entrepreneurs in the Dallas and worldwide. She is co-owner of Future Advantage Investments, LLC, a residential real estate investment company. She is the CEO of Boss Lady Enterprises, LLC, which is her personal brand encompassing her self-publishing company, books, speaking engagements, and workshops. Her current book projects The Vicious Cycle: A Key to Unlocking the Revolving Door and Unlocking the Revolving Door System are positioned to inspire individuals whom have been incarcerated to pursue a purpose and passion driven life while contributing positively to the community as social entrepreneurs.



Linda Gray
Target Evolution Foundation Advisory Board

Linda is a nonprofit business consultant with more than 20 years of experience. President of Corporate Connections, her expertise is in non-profit start-ups, nonprofit management, grant research and development. She has successfully helped hundreds of nonprofit organizations in receiving technical assistance in IRS 501C3 certification. She has secured over 5.5 million dollars in grant awards.



Demoyne McCoy
Target Evolution Entrepreneurial Institute (TEEI) Campus President

Demoyne McCoy believes education, technical training, and leadership are equalizers for individuals to achieve their personal and career goals. He developed his leadership, education, business development, and interpersonal skills in the U.S. Marines during Operation Desert Storm, on the football field, and as an Alcorn State University graduate. His 20 years of experience as an executive involved in business development and operations for the private sector, state, and federal government levels of the education industry, fuels his passion to start and invest in businesses.

Demoyne understands the value of entrepreneurship and enjoys inspiring others to develop skills to become business and community leaders.

He brings with him experience in executive operations with a consistent record of accomplishments to improve outcomes and revenue. Demoyne is experienced in strategic management at the corporate level with profit and loss responsibility for educational, for-profit, non-profit, and Government programs. He possesses knowledge and experience in program recovery, business development, joint ventures, and financial principles in compliance with local, state, and federal laws. In the past Demoyne has excelled in operational analysis, business planning, and establishing policies, processes, and performance monitoring systems in support of continuous improvement.



Dr. Lana Petru
Director of Academic Affairs –TEEI

Dr. Lana Petru is President and CEO of Lider•ology Consulting Group, LLC. Dr. Petru, has been instrumental in the growth and implementation of learning content delivery for corporate, executive, and continuing education to various industries. Her passion for building effective learning models and providing tailored learning events for organizations makes her most suited to lead any learning and development initiative.

Dr. Petru has worked in education for approximately 20 years with the last 15 years in the areas of business development and professional development. In this capacity Dr. Petru has managed multiple teams and multiple projects for various organizations and industries, including but not limited to, Healthcare, Technology, Retail, K-12, Higher Education, Government, and Manufacturing. The foundation of Dr. Petru's expertise comes from her experience in instructional design, and curriculum and content development as a secondary K-12 educator. Her experience and academic background in curriculum and instruction have provided the foundation for her accomplishments. Dr. Petru has developed countless post-secondary education programs including Spanish language, English language, diversity, and leadership programs. Dr. Petru's years of extensive research in leadership for her dissertation position her as an expert in most leadership theories, especially Transformational Leadership. Her exploration of transformational leadership established the impact leadership style has on organizational success. Dr. Petru has also conducted extensive research in "Element of the Bond" Theory, Adult Learning Theory, Multiculturalism, and Dispute Resolution Theory.

Some of Dr. Petru's more recent activities include her work as Subject Matter Expert for the development of the Women of ALPFA Leadership Workshop Series. Dr. Petru also conducts guest lecturing and speaking engagements for several non-profit organizations on the following topics; leadership, conflict resolution, women's leadership, multi-cultural issues, diversity, literacy and language development, educational reform, and sports education for women. Dr. Petru's work as Co-Founder of a nonprofit, PODER2Educate, demonstrates her commitment to education and serving the community.

PODER2Educate's mission is to make a positive impact on student success by increasing parent involvement in schools.

Dr. Petru has served as an adjunct faculty for several higher education institutions in the areas of general education, teacher education, and leadership development. Dr. Petru is a master facilitator in various content areas and has coordinated facilitators for organizations across the country for over 15 years.



David Goldstein
Director of Corporate Finance of TEEI

David Goldstein is a high-energy, roll-up-the-sleeves financial and strategy executive, serving entrepreneur, family and investor-owned companies. David brings with him an impressive education and has an MBA in Corporate Finance and BS in Economics, Accounting from the Wharton School of Business, as well as, decades of financial planning and strategy expertise. He specializes in Financial Management, Financial Analysis, Strategic Planning, Strategy Development, Business Process Design, and Corporate Performance Management. David delivers results across a company, with his leadership experience in finance, strategy, I.T., and the ability to quickly analyze and resolve tough issues and an open communications style. His passion is collaborating with opportunity-driven entrepreneurs, and building companies that fully capitalize on market opportunities.

There are three core elements to David's approach:

- (1) Always deliver value.
- (2) Think holistically, commit and get it done.
- (3) Lead and live with principle-based values.

From this, David has earned the position as a trusted advisor and partner to company owners, peers, mentees and professional and civic leaders. He has worked with Foxworth-Galbraith, Sawyer Design Associates, and Caden Land Services / Wexco Resources as a Chief Financial Officer. David has also owned and operated his own business, Timbercreek Consulting, focused on business process improvement and web based application development. Currently, David sits on the board of directors for Beal Bank USA and has successfully helped to grow the bank for over 26 years. He has left an undeniable fingerprint on the mission and vision of Target Evolution with his commitment and attention to detail.

Rodolfo Nerio
Director of IT and Diversity

Rodolfo Nerio brings over 30 years of experience to VizBiz Information Technology Team in managing, developing, implementing, upgrading and supporting domestic and international systems to many industries such as the Beverage Manufacturing, Investment Banking, Pharmaceutical Manufacturing, Government Military Hospitals, City Government, Oil and Gas Refinery, Health Care Insurance, Consulting, Air Craft Manufacturing, Telecommunications, Non-Profit Health Care, Gaming Manufacturing, Gaming and Entertainment and Safety & Security. He also brings experience of being an owner of his own company. He graduated from Corpus Christi State University with a BS in computer science and graduated from Webster University with a MA in computer resources & information management and management.



Martin P. Metzler
Director of Business Development and Marketing

consulting firm.

Martin has over 20 years of experience in senior management positions and as a consultant and business owner. He was involved in the development and management of several domestic and global companies with headquarters in Germany and the USA. His areas of expertise include strategic and business development, corporate planning, international development, sales, marketing, public relations, P&L responsibility and expansion models including franchising. During his career he held positions as Director of Marketing, Managing Director, Vice President, President and CEO with different companies and co-founded 5 businesses. He currently serves as President and Strategy Manager of Consociate Partners LLC, a boutique

Martin holds a Bachelor Degree in Business Administration from the University of Cooperative Education (Duale Hochschule) in Ravensburg, Germany. He served as Director of the Board of GlobalStar Asia Pacific Pte Ltd. in Singapore and Structura Institute Holdings LLC in the US. He is currently a Board Member of Target Evolution Entrepreneurial Institute with head office in Texas as he has always been passionate about entrepreneurship and education. Martin was involved in different capacities in non-profits, professional clubs and associations.

Amongst others he served as board member and chairman of the fundraising committee of the Foothills Rotary Club in Tucson and board member/school project coordinator of SEBA (Supporting Education, Business and Achievement) in Tucson, Arizona as well as a volunteer for Junior Achievement. Currently, he is a member of the Greater Irving Las Colinas Chamber of Commerce where he serves on their Economic Development Advisory Council and Transportation & Infrastructure Committee.

During his career he was interviewed by CNN, CNBC, Fox News and Channel News Asia and quoted regularly in major trade publications and media around the world. He was a speaker, facilitator and moderator at numerous events and conferences worldwide.



D. Grant Seabolt
Director of Corporate Legal Affairs

Grant Seabolt is currently the Principal with the Dallas, TX law firm Seabolt Law Group. He has served as a legal advisor to established, emerging and accelerating businesses and independent entrepreneurs. In addition, he's launched start-up companies and assisted mature companies with transition to sophisticated business transactions, including investor offerings, securities, mergers and acquisitions, international business, and succession planning. Grant provides outside general counsel services, and assists individuals and companies in establishing presence in international jurisdictions and foreign businesses in establishing a presence in the U.S.

Previously he has served as Outside General Counsel, Board Member and Corporate Secretary to STW Resources Holding Corp. (OTC QB: "STWS"), a publicly traded company in the oil and gas water reclamation industry. Currently he is the Securities/Corporate/M&A counsel and Corporate Secretary to Principal Solar, Inc., a publicly traded renewable energy holding company (OTC Pink: "PSWW"). He also currently serves as Vice President for Legal and Contracting for Black Pearl Energy, LLC, which performs oil & gas field construction. Grant is frequently a Continuing Legal Education speaker on corporate law, alternative dispute resolution, international transactions and asset protection planning.

Summary

The United States educational system is the most powerful resource of its kind in the world historically producing leaders in a variety of disciplines, fields and economic segments. While an American education continues to resonate loudly throughout the world, the most recent economic recession exposed the one fatal flaw in this system; output. The nation's economic struggle was a direct result of the system outputting employees as opposed to employers. Employees need jobs while small businesses, entrepreneurs and employers, create jobs.

Our goal will be to remedy this fatal flaw by providing a low cost post-secondary educational institution to allow individuals to start a business leveraging education financial aid. Students will graduate from Target Evolution Entrepreneurial Institute with a certificate in Entrepreneurship AND as an operating small business owner or solo-preneur.

The system is flawed but as a result of the aforementioned economic crisis... an awakening of the true American Dream has taken place. An awakening that will serve as the next chapter in the story of the American entrepreneur and one that will act as the foundation for generations to come. This is the backdrop that Target Evolution will enter into.

The American worker has become disenfranchised with the traditional workplace, due in large part, to the volatile dynamic brought on by the economy. No longer can the employee expect to enter and retire with one company or in one job function as more and more companies have adopted a bottom line approach following the recession. While our organization recognizes this, so too, does the would-be small business person or entrepreneur. While they wholly recognize this fact and the changing dynamics, they are still very much ill equipped with the knowledge and tools necessary to rectify their situations. This is the void that our organization will begin to fill.

The plans call for Target Evolution to provide real-life settings that give the students the ability to become true employers as opposed to employees. As a result, businesses will be built, lives will be changed, and most importantly, small business dreams will become economic realities.

Current and Future Initiatives:

Target Evolution serves the following purposes:

1. Solo-preneurial Education
2. Scholarships for entrepreneurial education tuition and textbooks
3. Mentoring
4. Solo-preneurial Curriculum Development for other organizations and institutions
5. Solo-preneur Development Research
6. Micro-loans for solo-preneurs

Target Evolution Entrepreneurial Institute is an online entrepreneurial education academic certification program focused on providing a simpler transition from the workforce or other educational institutions to solo-preneurship and business ownership. Our curriculum equips students with the knowledge and tools necessary to effectively operate solo-preneurship endeavors. The overall objective of the Institute is to grow sustainable enterprises and increase the small business economy in the communities we serve.

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