

A New Art State of Mind



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Executive Summary

As an artist, one of my dreams has always been to start my own business. Upon doing further research I have learned of the many opportunities and ways that artists can not only make money off of their talent and gifts. Also, of ways that I can start an impactful business. That is how The New Art State of Mind was created; The New Art State of Mind is a company that will sell my original pieces of artwork and designs in prints and posters, but also on a variety of products. The company will be an environmentally conscious company that focuses on color and design while also having options of different aesthetics and products for the customer to choose from. All of the products that I will sell will be products that are original, unique, and made to last for the customer. Not only is it the right thing to do, but it helps reduce waste, and it gives the customer something that they will not be able to find elsewhere. Anyone can buy an original piece of artwork from my website, at an affordable price, and comfortably know that they are helping a young black woman follow her dreams, and care for the environment.

The New Art State of Mind will sell a plethora of products. Everything ranging from to large original pieces of art, to stickers. There will be plenty of options to choose from. Additionally, my products will focus on aesthetics. Everyone has their own aesthetic that they like to follow and sometimes it can be hard to find pieces of art or products with designs that follow certain styles. Many want style without having the same thing that everyone else has. My company will work to create pieces that people will want and will love in their homes. I will also sell the products in packaging that the customer would want to keep like custom designed boxes and containers. This reduces waste as well and it will separate my brand from the rest of the competition.

My E-commerce brand will sell on Shopify and on Etsy. Our main source of marketing will be social media, and our target market will be the younger generations. The company will also have blog-like posts and content to engage and to educate the viewer/ customer on social media and on the websites. Social media is mostly run by the younger generations like the Millennials and Generation-Z, so marketing through social media will be the best way to reach the target market and to also expand the company's outreach. Additionally, having two sites that will carry my products is a great way to reach as many potential customers as well.

This is the first company that I will run. I am a minor, so my father will have to handle all the registration and paperwork that needs to be filed but we will have a contractual agreement. I will also hire an accountant and a lawyer to help with the financial and legal responsibilities. I am the only “employee” but I will compensate my dad for being the one to file everything for me. My family and I will be the one to invest in the start of the business. I will work very hard to make sure that I do not have to take out a loan for the company to avoid falling into debt.

I have several long-term development goals for the company. Eventually I would want The New Art State of Mind to be a place where customers can come to get old clothes upcycled. Again, this is great for the environment and it is another way that The New Art State of Mind can provide something unique and special for the customers. I would also like the business to continue to push and grow its social media platforms. And eventually, I would like the company to submit

work to be featured on a variety of different websites and blogs that feature artists and their work.

Company Description

Legal Form of Business, Effective Date of Incorporation, and Locations

The New Art State of Mind will be filed as an ecommerce company with products sold through the company website and with a partner account on Etsy. The company will start social media advertising in December 2021, and will officially open the company on February 17, 2022. There are no specific permits or regulations that need to be followed or filed in order to sell through a company website or through Etsy. The only registration that will need to be completed would be filing the company name and registering the business in the state of Pennsylvania. However, because I am a minor, my father would have to be the one to file the business as an LLC. He would also be the one to file for a business EIN. Lawyers will be involved in constructing a contractual agreement between me and my father stating that I will be the main operator/owner of the business as when I am 18, the registration for the business will be transferred to my name. Since The New Art State of Mind will be an ecommerce store, the need for a location or building will be unnecessary. My father will file our place of business as our home address but if I so choose I can continue to operate the business in a different area of the state. The business will be filed as a “foreign LLC” in the state that I would choose to do business with, but the company overall will be registered in the state of Pennsylvania. An accountant will be utilized to help the company with any financial or paperwork issues.

Mission Statement/Vision of the Company

The New Art State of Mind is a company that will show the perspective of an ethnically mixed woman with concentrations in color, design, and pattern. Additionally, a large focus on aesthetics. The New Art State of Mind will sell my original designs and artwork on a variety of products. Customers could choose to buy original artwork, prints of original artwork or customers could select from a variety of designs to get printed onto a variety of products. These products include but are not limited to stickers, t-shirts, tapestries, tote bags, hats, posters, and more. Throughout the operation of the business, the certain products that are available will be changed, or only available for a certain amount of time. It is very important to me that The New Art State of Mind is an environmentally conscious company. The packaging that will be used to ship the products will be environmentally conscious and customers will be encouraged to keep the packaging instead of throwing them away. The wonderful thing about the products that The New Art State of Mind will be selling is that these products are products that are made to be kept. All artwork stickers, tote bags, t-shirts and more will be made with the intent and with the care that the customer would want to keep those items for as long as possible. The New Art State of Mind will be looking into getting the stickers printed onto biodegradable strips so that the waste is not plastic and will be easily degradable. Moreover, The New Art State of Mind is a company that is focused on aesthetics and inclusion. Not only does focusing on these ideals make the business stand out from the competition, but it ensures that there is something for

everyone. I want to make sure that my products are something that adds happiness to many lives, and gives someone the opportunity to find something that resonates with them. The New Art State of Mind is a company that focuses on care for the environment, and care for our customers. Lastly, The New Art State of Mind is a company that also cares to inform people and to spread knowledge. Not only will I sell my artwork but various posts on social media and on the website will shop and educate viewers on the process of creating these designs. They will be able to see the care, time, and effort that gets poured into each design. I want my posts for The New Art State of Mind to be educational and engaging.

Governance of the Company

The company will be run by me, Renee Ellis. However, as aforementioned, the company will be registered under my father, Mario Ellis, since I am a minor. There are currently no employees of the business and no investors. I will be the one running the brand social media, running both the brand website, and the Etsy account, and I will be the one operating the company. All designs I'll be original designs and all of the products will be hand-packaged. The company will have suppliers that will supply the printed products like prints of original artwork, t-shirts, tote bags, stickers, and more. There will also be separate suppliers for the packaging material, art supplies, and paper marketing materials. The artwork that will be sold will not be framed but, the company will supply a list of possible online resources where the customer could get their pieces of artwork framed. I will use Shopify and eShipper to assist with shipping. An accountant and lawyer will be utilized for the business to help with the legal and financial requirements, and all artwork from the website will be copyrighted. Lastly, necessities like a computer, a packing label printer, and a car for transportation, will be paid for by my family and me with no charge to the company.

Immediate Development Goals

The first and most immediate goal for the company is to grow the company's social media platforms. The New Art State of Mind will start posting social media content months before the actual launch of the business. This will help the company to gain an audience so when the company does open, The New Art State of Mind will already have a list of followers. Other marketing techniques will be utilized to assure that when the company opens, we will be able to make sales as soon as possible. Other immediate goals include expanding the range of artwork that is available and expanding the packaging for the company. Again, The New Art State of Mind is a company that cares about inclusivity, so I want to make sure that there is more than one style of art for customers to choose from. I will work on expanding the collection of art that is available for the customers. Lastly, expanding the packaging is very important. The New Art State of Mind's elaborate packaging is what will set the company apart from its competitors. Not only that but, having elaborate packaging will encourage the customers to want to keep the packaging materials, reducing waste.

Overview of the Financial Status

Currently, my family and I are willing to put forward money towards the company to get rid of the need to take out a business loan. For the start-up of the company, roughly, \$11,000 will be needed to purchase supplies, packaging materials, and for any fees for the company. My Dad and I will hire an accountant for the company. Not only will the accountant help us with the taxes and filing for the company, but for any financial needs, the accountant will assist the company. A lawyer will also be hired to assist with the legal status and requirements for the company. Our target market and marketing strategy are both very expansive so I hope that the company will make a larger profit the first year compared to a traditional brick and mortar business. However, for the first year, I will not make as much of a profit as I would like to repay the money that was put forth at the start-up of the company. It is very important to me that The New Art State of Mind will stay out of debt. It is also very important to my father since he is the one that will register the company and will fill out the paperwork. In response, no loans will be taken out of the start-up of the company and our accountant will work hand and hand with us to assure that the company is heading where it needs to be financially.

Industry Analysis

Description of Industry/Strategic Opportunities Within the Industry

Finding a company that sells quality prints and designs at an affordable price, and is environmentally friendly is rare. This is what sets The New Art State of Mind apart from the other companies in the industry. The ecommerce industry is huge however, now is a great time to create an online business. It is no secret that becoming a successfully paid artist is hard but ecommerce opens up a lot of doors for artists. Often the biggest struggle for artists is finding a way to be seen and to make their art work. However, companies like Etsy and Shopify are giving artists an opportunity to do both successfully. According to Census.gov, "On an adjusted basis, the estimate of U.S. retail e-commerce sales for the second quarter of 2021 totaled \$211.7 billion, an increase of 7.6 percent ($\pm 0.7\%$) from the first quarter of 2021. The second quarter 2021 e-commerce estimate increased 9.3 percent ($\pm 1.4\%$) from the second quarter of 2020 while total retail sales increased 28.0 percent ($\pm 0.7\%$) in the same period. E-commerce sales in the second quarter of 2021 accounted for 12.5 percent of total sales." Ecommerce is growing very rapidly and it only makes sense for artists to take advantage of the opportunities that are in place.

However, because ecommerce is so popular, companies need to find ways to create a niche to set themselves apart from the numerous competing businesses. Being a company that sells original artwork is already an advantage. It is common for Shopify stores and for Etsy stores to source their products out of China through websites like Alibaba. They receive cheap products businesses sell to consumers at an extremely inflated price. Original artists however, have the opportunity to create something unique that customers won't be able to find elsewhere.

The competitiveness of ecommerce businesses is widely known and many businesses try to follow trends to gain customers. These trends can only go so far until the trend dies or until

every other company is trying to copy the same formula. Artists get the unique advantage of often being the companies that started the trends and often benefiting from being unique and original. Lastly, being environmentally friendly is something that is captivating a lot of people around the world. Many refuse to buy from businesses that do not take the time to care about the environment. This is not only the right thing to do but it gives companies an opportunity to stand apart from the crowd. Businesses that focus on being environmentally conscious tend to have more returning customers and it helps them to carve out a niche for themselves. The New Art State of Mind is a company that will combine all of these opportunities to strategically sell to a target market and to better ourselves as a company.

Target Market

Target market Defined/Effective Analysis

The target market for The New Art State of Mind will be the under generations like millennials and Generation Z. While I would want to grow the business to be catered for museums and art collectors, as of now the business is geared towards people who like aesthetically pleasing pieces of artwork and products. The best way to reach my target market for the company is through social media. Social media is very effective and expansive, and my target market are the main contributors to a variety of apps.

According to Pew Research Center, more than nine-in-ten millennials and Gen-Xers own a smartphone. Utilizing Facebook to run ads, and using popular social media platforms like Instagram and TikTok to market show very promising evidence of sustainability among millennials and Gen-X. Gen- Z are the ones who create a lot of the trends online and they influence millennials. Having the company popular or at least doing well in the younger generation gives the opportunity for potential trends to influence millennials. In 2019 millennials were the largest generational group in America with almost 72.1 million people. With over 50% of that group of people having a connection with the internet, that creates a huge opportunity to gain new customers and to increase the following of the company.

Competitive Analysis

Competition Analysis

The one down-side of having an online business is that nearly every similar company is competition; there are almost too many competitors to count. I have, however, gathered a list of common practices/ similarities between many of these businesses. First and foremost, price is one of the biggest challenges for a company. A price too low can cause a loss in profit, but a price too high can detour customers. I have found that original artwork usually sells for over \$100, and prints usually sell for around \$20-40 depending on the size. For other smaller items like

stickers, those usually sell around packs of 4-10 (if they are large stickers) for under \$10-15. T-shirts are around \$25, and tote bags, hats, and posters are usually around \$25. More expensive smaller items like sweatshirts and larger posters are usually around \$35-50, (again depending on the size). The New Art State of Mind will sell prints and original artwork in those ranges, but smaller items will be priced a little higher. Due to the fact that these products will have original pieces of artwork and original designs on them, customers will be willing to pay more for them especially if they are marketed correctly. In addition to pricing, sizing is very critical for artists selling their work online. Prints are more likely going to be relatively small to make them more affordable. Many companies will group prints together at a larger price, but overall, single prints are smaller. Original pieces of work are usually bigger. Collectors and customers who purchase artwork would more than likely want the work to be larger if it is original and signed by the artist. The New Art State of Mind will size prints and original pieces of work in correspondence including offering group prints. Lastly, the biggest thing that an artist is looking for is a niche that will separate themselves from the masses. Some companies choose to follow trends but I do not believe that that is the best way to market a company apart from other businesses. The New Art State of Mind will have a unique approach to presenting the artwork, packaging the artwork and diversifying the artwork that will set the business apart. The company will have unique and elaborate packaging that is biodegradable that will encourage customers to keep the branded packaging. Additionally, I will educate customers when presenting my work. Each post on social media and on the websites will be descriptive of my process of creating each artwork or design. I will include behind-the-scenes pictures and will give the customer insight of the process so that they will feel connected to the pieces that they buy. Also, as aforementioned, I will work to diversify the artwork that is available for purchase. This will help to expand my audience and it will give customers many options that they could not find at other stores.

Marketing Plan and Sales Strategy:

Finding a niche and social media marketing will be the company's marketing plan and biggest sales strategy. Through social media, The New Art State of Mind will reach a wider audience of customers. I will be able to share my work with many potential customers and will be able to see their reactions and feedback in real time with hate comments. Social media will also help me to concentrate on which products sell and advertise best by using the analytic tools to see which posts gain the most traction. I will also use social media to spread information and to connect with my customers. Many want to buy from a company that shares their story and process. I will post blog-like captions and descriptions to really give my followers and customers an insight into what each piece means specifically. I will also share posts and information about my process and work space. Often, customers like to see how artists live and work. Many like to see an artist's dedication and care towards their craft, and I plan on sharing my knowledge and experience with my followers on social media. Another advantage to social media is, I can directly guide followers and viewers to my websites. I can tag my company's website, to further spread knowledge of my business. Additionally, consistent, scheduled posts are very important. I will work to make sure that my posts will be consistent to grow a following. As previously mentioned social media is crucial to marketing towards the target market of the company and that is where

the majority of the marketing/sales strategy and budget will be focused on. However, I will use other methods of marketing besides online advertising and social media to reach other groups of people outside of the target market. But, I will do it with the idea of reducing the amount of waste I produce in mind. I will order business cards from JakPrints, an environmentally friendly company, to send out to potential customers. I will also develop an email campaign for the customers on the website to sign- up to receive emails about the company. I will acquire promotional codes for customers to use on the website. Lastly, having a niche is very important for any brand. The niche of my brand will be focusing on aesthetics and packaging. The packing will be custom and made to feel special for the customer. The customer's items will be shipped in packaging that they would be encouraged to keep. Everything that I can customize for EcoEnclose will be custom with original designs and artwork. Also, inside each box will be a thank-you card printed for each customer from me. There will also be other small gifts or free items in the boxes for the customers with each purchase.

Operations:

As of now I, Renee Ellis, am the operator and only “employee” of the company. Since my Dad would be the one to register the business for me and fill out all of the paperwork, legally he is the owner of this business. He will be compensated due to agreements and sacrifices for this company, however he will have little involvement with the operations of the company outside of approving purchases, and helping to handle legal and financial issues. I will also be the sole artist creating the original pieces of artwork and design. I will also be the sole runner of social media, marketing for the company, shipping, packaging, and organization for the company. I will supply the artwork but there are many suppliers that will help with the operations of the business.

- eShipper will help to find the cheapest shipping rates and shipping companies all over the country and the world. I will work with them and Shopify to get my products shipped cost effectively.
- Art of Where will be the company that will print out my designs and artwork on a variety of products for sale. They will also print out my posters (both for sales and marketing), and prints. They print on a variety of products including bags, headbands, silk scarves, etc. They will do a big bulk of the printing for me but they will not drop-ship my products. They are an environmentally conscious company.
- JakPrints will be the company where I purchase my paper marketing items. They will print business cards and more posters if needed. They are an environmentally conscious company.
- EcoEnclose will be the company where I get the main bulk of my packing and shipping supplies from. They are an environmentally friendly company that focuses on the quality and sustainability of their products. I will purchase my mailers, boxes, tape, and more from their company,
- I will use Shopify and Etsy domains to run and operate my business. I will also use the plethora of resources and tools that they supply business owners with.

- Jerry Artarama will be where I will purchase the art supplies that I need. The company also sells eco-friendly art supplies.
- I will Amazon and other stores to purchase any other supplies or materials that I will need.
- My main source of marketing will be social media. I will join several companies like SnapChat, Pinterest, Instagram and more to market my company. I will also use their tools and resources to track followers and engagement to assess my marketing plan.

Long-Term Development:

Future Goals for the Business

The New Art State of Mind plans on expanding within the next year with a larger online following. Before the brand will launch I will start social media marketing so that when the brand does launch there will already be a following and potential customers. However, within the first year of the business we will want to continue to push for a greater social presence. The goal to reach close to, if not over 1000 followers on all platforms for the first year. If the company grows on social media then, I can submit my work to a variety of websites and blogs to get my work published which will also attract customers to the business. I would also want the company to increase sales every year, and to get to a position where I am able to add new options of merchandise for the customer. Within the first two to three years of the company I will want to start to introduce “seasons” or “collections” of merchandise. These collections will have an aesthetic focus and will be a way that the company can attract more customers by having many more options of designs and aesthetics for people to choose from. Additionally, for the first year a lot of the blog-style marketing will be concentrated towards the official website of the company, not the Etsy account. As a part of the long-term development goals, the company will push to move some of the blog-style marketing to the Etsy account as well. The biggest long-term goal for the company is to start an up-cycle project. The New Art State of Mind prides itself on being environmentally conscious, so there is no better way than for us to do our parts and to get our customers to help the environment as well, then to start an up-cycling project. In this project, customers would ship items of clothing like t-shirts, sweatshirts, pants, or shoes to the company. And I will in turn paint an original piece of artwork or design it. I will also be open to patch-work and even sewing garments together to create an entirely new piece. Having an up-cycling project is a great thing for the environment because it reduces waste and it reduces the need for our customers to go out and purchase new clothes so often. Fast fashion practices are really bad for the environment, and I pride myself on creating a company that uses environmentally conscious suppliers for my clothing merchandise and will be willing to turn a customer's old clothes into something new and original that they can keep instead of creating more waste.

Legalities:

There are several legalities that need to be handled for the start-up of the business. I will be hiring the services of a lawyer to handle legal issues for the start-up of the company and continuously after the start-up of the company. There are some fees that are associated with registering and acquiring paperwork that will be paid with the money that me and my family will put into the start-up.

- Even though I am the operator of the business, legally I cannot be the owner. Since I am a minor I will have my Dad file an EIN, and state registration for my company. He will also have to register the name of my business to the state of Pennsylvania, and he will be the one to set up the business banking account. He would be the technical owner of the business. We will have a contractual agreement that when I turn 18, all rights and registrations will be transferred over to my name.
- My Dad will be the one that will approve all payments, and operations of the business with a small profit from the sales.
- There are no additional licensing and permits that need to be obtained for me to operate this business. There are also no contractual agreements between me and any of the suppliers that I will work with for this company.
- I will be purchasing insurance for my business. I will be purchasing data breach insurance, product liability insurance, and business owners' policy insurance. These insurances will protect me from the data of my company being lost or stolen. They will protect me from lawsuits in case any product or merchandise that I sell would happen to harm a customer. And I would have protection from major tragedies that could affect my business like theft, or fire.
- When shipping from state-to-state I will have to follow those state's tax laws, otherwise, risk trouble with the IRS. Because each state has specific tax laws, I will be using the help of Shopify, Etsy, and my accountant to make sure that I am shipping everything legally. According to Paintbox Soapworks, "...generally, all ecommerce platforms have sales tax integration/apps that you set up according to where your business is located, & where you'll be selling to. That allows you to collect the appropriate sales tax for each purchase made in your store, & keeps track of how much you collect over time. It's up to the seller to file the appropriate sales tax returns & submit that money collected to the state." Shopify and Etsy help walk owners through the processes of different state laws and give plenty of resources and education. My accountant will make sure that everything that needs to go into practice will be done and that the company will follow all proper tax laws.
- When shipping out of the country. Different countries and unique and specific tax/tariff laws must be followed as well. There is a bit of a grey-area when it comes to foreign shipping but as of the current day, the EU is not requiring taxes to be collected if the seller is netting EU-bound sales under a certain amount. However, I still want to make sure that the company is respecting any countries that do require tariffs. Instead of the company paying these tariffs, often, the customer will have to pay in order to get the item

to be shipped to their country. I will make sure that every customer knows that additional tariffs and charges may apply to their order.

- Any copyright that needs to be filed will be filed through my lawyer. There is a difference between owning a copyrighted work, versus owning copyright. Additionally, different laws apply to those different scenarios. The first thing that me and my lawyer will copyright will be the website and current artworks. After that, we will copyright all original designs and pieces of artwork.
- There are no bonding requirements.
- There is no additional paperwork or registration that needs to be filed for employees since the company does not have any at this time.
- Shopify the credit rate for the main website. For Shopify, the credit rate relates to the plan that I purchase, so my credit rate will be 2.6% + \$30 USD. For Etsy I will talk to my accountant about an appropriate credit rate for Etsy and we will establish any credit policies that need to be applied for the company.
- All revenue will be divided into 3 categories: Expenses, savings, and personal profit. Since I am the only “employee”, all of the revenue money after taxes will be divided so that the company will have money and so I will be able to pay myself and my Dad.
- There are no investors at this time.
- Exchanges and returns will be mostly guided through Shopify and Etsy. All undamaged clothing items will be washed and prepared for resale at a discounted price. All artwork and prints will be sold again at full price if there are no damages.
- All equipment for the company will be brought prior to the start of the business with no expense to the company.
- When I do move away, I will file a foreign qualification to be able to run my business in a different state. My accountant will help with the paying of both sales taxes.

Financials:

It will cost \$1,200 to fund the start-up of the company. As aforementioned, me and my family will be putting forth the full cost of the start-up so that I will not have to take out a business loan. An accountant that we will hire will be the one to handle the financial documents, taxes, and the filing of the taxes for the company. I will aim for my profit margin to be %10. For shipping, I will be using Shopify and eShipper. Shopify will help with figuring out the legalities of shipping and they will help with international and domestic shipping. eShipper will be where I will go to find the best rates for shipping. The website is free and has a variety of options to ship various packages, weights, and sizes. The \$1,200 that will be put forth will cover the cost of materials, shipping supplies, packaging supplies, paper marketing materials, registration for the business, and any other additional fees and payments. The \$1,200 will also cover the cost of a few sessions with the accountant and with the lawyer to solidify any document or requirements that the company will need in order to begin full operation. The price of copyrights is included as well. The wonderful thing about having an online business is that I do not have to worry about the price and operation of a store front. I will be the one to build my own website using the

templates and resources provided by Shopify. Also, I will be the one to set up the Etsy account. The New Art State of Mind does not have any employees besides me which will save a lot of money during the first year. Shopify has credit policies and rates already included in the plan that I will purchase. For each money, I will try to sell at least 10 or the bigger pieces of artwork, 100 of the smaller orders, and 40 of the larger orders. The New Art State of Mind will have thorough checks weekly on inventory, quality, and the number of products that have been ordered and shipped to customers. This will ensure that the company can afford any expenses or restocking of supplies while also making sure that I am able to make a profit. The majority of the marketing will be free besides the paper marketing supplies which I will be willing to spend \$400 a month on if needed. The packaging and shipping materials will be ordered in small quantities or as needed. I want to have at least 20 pieces of shipping and packaging material stock that can be used for a wide range of products on hand at all times. That will cost roughly \$200 if I buy it in bulk. The cost of the Shopify store is \$79 a month, but to open an Etsy store is free. Lastly, I will be purchasing data breach insurance, product liability insurance, and business owners' policy insurance. The business owners' policy insurance and the data breach insurance will cost \$224 a month, and the product liability insurance will cost \$.25 per \$100 revenue.

Resources:

“ U.S Census Bureau News” - https://www.census.gov/retail/mrts/www/data/pdf/ec_current.pdf

“Shopify Pricing” - <https://www.shopify.com/pricing>

“100% Recycled Poly Mailers” -
<https://www.ecoenclose.com/shop/recycled-mailers/100-recycled-ivory-poly-mailers/>

“44 Examples of Inspiring Artist Websites” -
<https://www.sitebuilderreport.com/inspiration/artist-websites>

“Custom Fine Art Prints and Posters” -
<https://artofwhere.com/products/fine-art-prints-and-posters>

“A Guide to the Visual Artists Rights Act” -
http://www.law.harvard.edu/faculty/martin/art_law/esworthy.htm

“Visual Artwork and Copyright Protection” -
<https://springboardforthearts.org/wp-content/uploads/2014/06/Visual-Art-and-Copyright.pdf>

“Shopify Blog” - <https://www.shopify.com/blog>

“Qualifying to Do Business Outside Your State” -
<https://www.nolo.com/legal-encyclopedia/qualifying-do-business-outside-state-29717.html>

“Market research and competitive analysis” -
<https://www.sba.gov/business-guide/plan-your-business/market-research-competitive-analysis#section-header-2>

“Guides” - <https://business.pa.gov/library/guides/>

“Self - Employed Individuals Tax Center” -
<https://www.irs.gov/businesses/small-businesses-self-employed/self-employed-individuals-tax-center>

“York County Economic Alliance” - <https://www.yceapa.org/>