



VOLCANO'S

1897 West State Road 434
Longwood, FL 32750

February 2011

To whom it may concern,

We engaged Brian Ludlow in our Volcano's Coffee operation to evaluate the business, work with the management, and determine how to best proceed with the business and determine the capital required to bring it to the desired level. At the time, the company had three franchise and two company Coffee Bar locations, a wholesale platform and an office delivery program.

In that time, he was very "hands on" with everything from financial/spreadsheets, human resources, etc to moving equipment and rearranging the warehouse. He reorganized the company structure, physical layout, tracking, training, communications, staffing, promotion and accounting. He developed information tracking so critical control points could be determined.

Our office coffee delivery program costs were exceeding revenue so he negotiated a deal that kept the customers purchasing our coffee but the delivery was handled by the purchaser. At the conclusion of his term, wholesale volume was at its highest level ever.

At the store level, he created and instituted programs to improve consistency, cost controls, purchase tracking, reporting, food cost, inventories, and tracking. He replaced the high priced ineffective marketing firm with an innovative partner with a creative marketing approach.

The coffee bar locations were struggling with the current model and two new stores were slated for a location that Ludlow advised against and were eventually closed.

In the end, given the economic tsunami that was present due to the credit crisis, it was not the right time to expand a gourmet coffee bar concept. We appreciate Mr. Ludlow's efforts and would recommend his services for anyone looking to dig deep into an organization, determine critical control points, what's really going on, and create a plan to guide shareholder's decision making.

Sincerely,

John Ritenour
Owner
Volcano's Coffee

"Volcanically Grown.....roasted fresh daily"