H & R Block Strategic Plan

3035 Alamo Office

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California State University-Maritime Academy

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# Executive Summary

We would first like to thank H&R Block, 3035 Alamo and its employees for giving us the opportunity to participate in a real world project. We greatly appreciate being able to use our classroom knowledge in a practical situation.

H&R Block is attempting to expand its market share into the Hispanic community using an awareness program called “Latino Blitz.” This strategic report will outline several key areas of focus and to provide suggestions for operating milestones. The central focus of this plan is to create a process that that would increase the market penetration of office level demographics. By creating milestones that can be easily scaled onto each office nationwide. The purpose of these milestones is to account for variable change, create goals for performance matrices and to stimulate proper motivation while accounting for the possible need to adjust these goals due to external influences.

The main strategy is to create bi-lingual incentives for employees while creating a per-office marketing plan for an alternative demographic. There is an economic need for procedures to be put in place to acquire customer demographics and multi-lingual software. Combining these elements together into a well-constructed marketing plan at every H & R Block Office would fit well with its guerrilla style management.

# Mission and Vision

 Our mission is to create a number of programs that strengthen Latino employee-client retention, community involvement in H&R Block programs and services. Specifically, this mission applies to the retail office located at 3035 Alamo, Vacaville, Ca. and to the surrounding Vacaville offices. We expect through these programs to elicit 500 returns per Vacaville retail offices in the first year, equating to 10% of Vacaville’s Latino population. Our vision is to create this pilot program, and we expect with its high success, to have a full corporate version implemented companywide in the next 3 to 5 years.

# Strategy for H&R Block

 Create an incentive based program targeting Latinos and Spanish speakers in Vacaville to become tax preparers for H&R Block. Leverage the Spanish speakers and their cultural connections in order to draw in a minimum of 500 returns per Retail Office for the Vacaville area.

H&R Block’s Latino Blitz program is one of the main ideas being emphasized by the company.[[1]](#footnote-1) They have dedicated courses to instructing their office managers and employees in ways to build their client base.[[2]](#footnote-2) The Latino Blitz is designed to develop and implement strategies, to include grassroots efforts for adding Latinos to the company’s client base. The Exclusive Latino Client Building Blueprint is a tool for each Retail Office to create its own specific plan.

# External Factors

While analyzing Vacaville, Ca. it is imperative that potential external factors are targeted, researched, and efficiently prepared for when coming up with a marketing plan to implement a strategy. While deliberating on our actual strategy the team has come to the conclusion that the following categories will be the most influential external factors we must prepare:

* Competitors (including small “mom and pop” shops) in Vacaville, Ca.
* Percent of Latin individuals, both male and female, who are currently enrolled in higher education.
* Average population of Latin American individuals in Vacaville, Ca.
* Overall Mean income of Vacaville, Ca.

Online research on sites like the US Census Bureau and further research into the potential competitor’s base connected with Vacaville, Ca. gave our team the required information to strategize in advance. Our team’s findings and information is conveyed in the following pages.

## Potential Current Competitors in the Region

Research has found that there is a substantial competitive market competing with H&R Block in and around the city of Vacaville, Ca. Our strategic marketing team has concluded that the following list provides the most influential competitors that provide the same and similar services to H&R Block:

Upon investigation our team has realized that the Tax-Service market is highly competitive in the region of Vacaville, Ca. One of the biggest obstacles that will have to be overcome for is the competition from the smaller “mom and pop” offices. These type companies provide the Latin market an established culture of trust along with stable entrenched relationship.

##### (SEE TABLES ON COMPETITORS IN APPENDIX)

The tables in our appendix have helped our analysis of the competitors showing Intuit Tax Services Inc. is, and will continue to be, H&R Block’s main competitor. Inuit has a tremendously larger market cap, gross margin, and also has the same amount of employees. Additionally, Inuit Inc. has the largest net income when compared to the other major players in the Tax Service Market.

## Educational Opportunities

 After review of Vacaville’s education statistics we realize that there is a tremendous potential opportunity to target Latin individuals who are close to graduating high school, and also who are currently enrolled in higher education (Community College and 4-year universities).

 There are also an estimated 11% of students in the Vacaville Unified school district who are currently in the ELL program. This indicates students are further learning the English Language. We can conclude that this is because there are vast populations of students who are bi-lingual. These students, both younger and older, are extremely important when planning our strategy to target the Latin Market in Vacaville.

 Additionally, our team has agreed to target younger generations of the Latin market. This will lead to the individuals who interact with these children, such as family and others in the community will be reached as well. It will be an example of the grassroots campaign spreading to friends, family, co-workers, and also any other potential relations that may arise (word-of-mouth).

## Ethnic Population in Vacaville, CA

Before implementing our version of the “Latino Blitz” a marketing plan is needed. It is essential to research the actual demographics that comprise Vacaville, Ca. Knowing the percentage of Latin American individuals making-up the total population of the city will help us understand how influential this program will be. Upon review of our research we have concluded that because there is an estimated 18% Latin American population in Vacaville, increasing the Latin base will be tremendously helpful in increasing the overall customer base. The following table provides demographic information regarding Vacaville compared to the state overall:

## External Factor Evaluation Matrix

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| External Factors | Weight | Rating | Weighted Score | Comments |
|  |  |  |  |  |
| Opportunities |  |  |  |  |
| High percentage of Latin Americans in the middle class | 0.25 | 4.00 | 1 | Based off mean-income the Latin market has a high share in the middle class |
| Adequate population of Latinos in enrolled in education throughout Vacaville, CA | 0.1 | 4.00 | 0.4 | 11% of students in the ELL program, with a substantial of college opportunities throughout the region  |
| Population growth for Latin Americans in the region  | 0.05 | 4.00 | 0.2 | High potential population growth of Latin American |
| Travis Air Force Base | 0.05 | 4.00 | 0.2 | The Air Force base has a high statistic of Latin Americans employed and a large percentage of bi-lingual stable client base and employee base |
| Great Franchises | 0.1 | 4.00 | 0.4 | Can potentially increase the percentages of office's in H&R's arsenal |
| Threats |  |  |  |  |
| Competitors gaining market share | 0.15 | 2.00 | 0.3 | Inuit Inc. and Jackson- Hewitt Tax Service Inc.  |
| "Mom and Pop" shops | 0.15 | 4.00 | 0.6 | One of the biggest obstacles to overcome due to established relationships and trust  |
| Unemployment rate increase, while employment rate is decreasing  | 0.1 | 3.00 | 0.3 | This can decrease the amount of tax returns H&R block will file annually. |
| Increased Education among individuals | 0.05 | 4.00 | 0.2 | A higher percentage of individuals can potentially gain the knowledge to handle their own tax services  |
|  |  |  |  |  |
| Total | 1.00 |  | 3.6 | Extremely Good, Above industry average of 3.0 |

## Diversity

We realize the importance of the demographics of Latin Americans in the Vacaville region. Upon analyzing the information found, we have come to the conclusion that our version of the “Latino Blitz” strategy will be beneficial due to 18% Latin population in Vacaville. This large group will off-set the amount of time, energy, capital, and training that will be needed to implement our overall community out-reach program. It is of note, that the U.S. census bureau has stated there will be an increase in the population of the Latin American population overall, as seen by the regression table above. By establishing our Latino Community Cultivation plan as soon as possible, we will ensure that a quality mix of multi-lingual associates will be connected with H&R block, and thus a community connection will be created, driving up the profitability of “bottom line.”

## Mean Income Level

Researching the overall market in which our plan will targeted allows market segmentation to be defined. It is imperative that we establish a strategic plan that can be successful. Understanding the Mean income Level provides the proper information in knowing what kind of market we are serving; for example, high income, middle-class, or predominantly lower-class. After the proper segment is identified, preparation of the potential tax-services can be tailored, established and implemented into the overall plan.

Median Household Income in Vacaville, CA
The median household income in the community at the time of the last survey was $57,667. The median household income in the U.S. was $41,994.

Median Family Income in Vacaville, CA
In the last complete census survey, the median family income in the community was $63,950. Median family income in the U.S. was 50,046.

Per Capita Income in Vacaville, CaliforniaPer capita income in Vacaville in the last full census was 21,557. Per capita income in the U.S. was 21,587.

Families below poverty levelAccording to the most recent survey, families living below the poverty line in Vacaville numbered 899, or 4.3 percent of the population. The percentage of families in America living below the poverty line was 9.20%.

Individuals below the poverty level in Vacaville, CA
Individuals living below the poverty line in the community were 4,801, or 6.1 percent. The percentage of individuals living beneath the poverty level in the country was 12.40%.

#### Family Income Breakdown Analysis

 This information is very important when planning for the 3035 Alamo Drive, Vacaville office. First, this information provides the evidence needed to convey that Vacaville, as a whole when compared to the national average, is an established middle-class city. The Average Mean-Income in Vacaville, CA is $57,667 in comparison to the National average of $41,994. This information is important in a variety of different ways, including but not limited to: an established middle class, advertising techniques, potential tax services that will need to be tailored, and a conclusion of economic incentive strategies. Additionally, this is also important when implementing the previous stated economic incentive strategy and discounts that can be specifically targeted to the Latin American market.

# Internal Factor Evaluation Matrix

H&R Block has different facets of strengths and weaknesses. Below is an Internal Factor Evaluation Matrix (IFE Matrix) that rates H& R block. The overall score is 1.9 which is far below the industry average of 3.0. H & R addresses its strengths extremely well; it has the over 300 different advanced tax courses both in English and Spanish. Its infrastructure is there to train its employees. In the IFEAS, H&R Block’s strength scored near perfect scores in all categories.

Ironically, H&R Block’s greatest strength is also its greatest weakness. Each H&R Block office is independently managed to create a guerrilla management style. This is an effective in competitive blocking but is weak in creating a unified vision and strategy. Furthermore, having each office independently managed does not properly address H&R Block’s weakness as a whole. For example, there is very few Spanish speaking employee’s to address the Latino Blitz. Moreover, there is no infrastructure to measure the success of the Latino Blitz, this year and the previous years. To implement a strategy with no benchmark of success is bad business because it does give a business the opportunity to evaluate the effectiveness of the strategy. This behavior, is derived when the vision and strategic plan of a corporation is not unified or known throughout. If each office can collaborate on a unified strategy it would have a greater yield in its result, lower cost and improved measurability.

In the IFE one of the factor with the highest critical weight, had a rating of 0. This factor is designated as the availability of H&R Block’s software in multiple languages. In regards to the Latino Blitz, Spanish is the 3rd most widely used native language in the world; English is the 4th. In addition, it is the second most common language in the United States. In order for H&R Block to be competitive in the Hispanic community, there is no alternative but to have H&R Block software available in Spanish. It’s most successful competitor Inuit has translated Turbo Tax to Spanish in 2003. For H & R Block not to have addressed this resulted in the rating of 0, which tremendously impacts its total IFE score.

In order to address the issues listed above, H&R Block as a corporation needs to reevaluate its corporate strategy in regards to the Latino Blitz. It has to reinforce an overall strategy as a whole, while still keeping its tax office management independent. These challenging tasks must be addressed in order to overcome its weaknesses.

## INTERNAL FACTORS EVALUATION MATRIX

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Internal Factors | Weight | Rating | Weighted Score | Comments |
|  |  |  |  |  |
| Strengths |  |  |  |  |
| Independent Office Management | 0.05 | 4.00 | 0.2 | Each Office is independently managed |
| Comprehensive Training | 0.10 | 4.00 | 0.4 | Over 300 different tax preparation classes available - Both in English and Spanish |
| High Customer Retention Rate | 0.10 | 3.50 | 0.35 | Customer Retention Rate is close to 40% |
| One-Stop-Shop Tax Provider | 0.10 | 3.50 | 0.35 | Can handle all avenues of tax preparation |
|  |  |  |  |  |
|  |  |  |  |  |
| Weaknesses |  |  |  |  |
| Independent Office Management | 0.10 | 1.00 | 0.1 | Having each Tax Office independently managed greatly hinders execution of an unified plan |
| Poor Records of Returns done in a Foreign Language | 0.05 | 2.00 | 0.1 | No available data on returns one in a foreign language, so there is no data to benchmark the effectiveness of Latino Blitz. |
| No Bi-Lingual Incentive | 0.15 | 1.00 | 0.15 | Bi-Lingual Employees receive the same pay when filling out a tax return in a foreign language |
| Poor Business Hours In Off Season | 0.05 | 2.00 | 0.1 | 1 Office in Vacaville open year round open two days a week, for a total of 8 hours. |
| No Multi-Language Software | 0.20 | 0.00 | 0 | Underutilized resources / did not anticipate lack of demand |
| Few Bi-Lingual Employees | 0.10 | 1.50 | 0.15 | 3 Bi-Lingual Employees in H & R 3035 Alamo Office, according to H & R Block Website employee roster no employees speak Spanish |
|  |  |  |  |  |
| Total | 1.00 |  | 1.9 | Industry Average is 3.0 |

# Strategies

Our plan is based on the following overall strategies:

* Recruit and retain Spanish speaking employees
	+ Internal Recruiting with Supportive Incentives
	+ External Recruiting with Supported Incentives
* Through local grassroots marketing, advertising and community out-reach programs engage and support the local Latino community
* Give incentives to Latino customers building customer retention
* Develop the H&R Block Brand to effectively use and develop the Latino Blitz as a community support program, bring it beyond the “bottom-line” stage.
* Adjust the existing H&R Block Software for use in multiple languages, tracking and targeting the most advantageous market segments by region.

## Spanish Speaking Employees

 We intend to create a program in which Spanish speakers and Latino individuals feel supported, valued and honored by H&R Block as stakeholders and partners in their offices. This will be accomplished by:

* Creating a version of the H&R Block tax program in multiple languages, specifically Spanish. It is very difficult to have Latino employees feel supported by their company and to “buy-in” to the Latino Blitz, without Spanish oriented tools.
* Giving incentives for Language proficiency (percentage, flat rate, or combination of the two) along with Spiffs (Special incentives for directing/pushing certain products or services) on key products and services such as the Refund Anticipation Loan(RAL) or Emerald Card program
* Give recognition through awards such as Highest Bilingual sales, 1st in customer satisfaction or highest client retention rate.

## Latino Blitz to Grass Roots Community Program

 A “Latino Blitz” cannot be successful without a strong company supportive community outreach program. “Blitz” is the German word for lightning, and does not fit into a grassroots program. The “Latino Lightning” program should be renamed to “Latino Community Cultivation” which will work much better in a community outreach setting, than a high pressure sales program. This cultivation program would allow for partnership opportunities with existing “Latino” groups. Vacaville sits on the border of the California Central Valley, and many migrant Hispanics work in the surrounding area. This has the opportunity to connect with the local farming community, with H&R Block, “cultivating” its Latino base. It would give the company the pleasure of “planting seeds”, “growing the roots“, and finally,” enjoying the fruits of your labor” as the saying goes.

 By reaching out to local farming groups, middle and high schools, and the Math, Engineering, Science Achievement (MESA) Program at Solano Community College (SCC), H&R Block would be able to enjoy a large amount of Market Penetration. Targeting the local secondary schools and the tertiary school (SCC) as a program would be part of “The School House” program presented by the winning team on the previous year.

# Milestones

It is important to realize that in addition to our office strategy we are also making recommendation on a corporate level. Although, this is out of the scope of this school project, in order to have the Latino Blitz be successful several key issues need to be addressed for the successful implementation of this strategy.

There are three office strategies and two corporate strategies that we recommended to be utilized to further capitalize the Hispanic market share.

* Bi-Lingual Employee Incentive Program
* Hispanic Grass Roots Promotion Program
* Hispanic Retention Program
* Demographic Tracking Program\*
* Multi-Lingual Software Program\*

\*Suggested corporate level strategies.

## Demographic Tracking Program

 Information is a powerful tool that we can use to forecast our future. Currently, client demographics are not being saved or sampled. This creates complications in measuring the effectiveness of any strategy that is to increase a specific demographic. We strongly suggest that at least an office level, and if possible district level, commence tracking on returns done in a foreign language. This will include information as to who was serviced, what language, products and service they received. This would enable the office to track the return on investment, follow benchmarks, and discoverer insight.

### Milestone: Track the clients demographic information for 20% of services rendered

## Multi-Lingual Software Program

 In order to have a successful implementation of diversity in the claims handle, the available of H&R Block software needs to be addressed. While this is a corporate level strategy we believe it is important to note because it holds a critical role in the IFAS analysis.

### Milestone: Work with corporate headquarters in developing Language Packs for H&R Block Tax Preparation software.

## Bi-Lingual Employee Incentive Program - Milestone

 Based on the findings done by this student committee we conclude that there isn’t enough diversification within the H&R Block work force to sustain an increase in Hispanic clients. Begging the question: If Vacaville’s population is 17.9% Hispanic why is it that there is less than 17.9% Hispanic seasonal tax preparers (based on Q & A with H & R block and the website). Analyzing the census bureau data it can be concluded that there is a strong regression in the growth of the Hispanic population within Vacaville.

## Hispanic Regression

 The regression table for the growth of Hispanic population is as follows:

|  |
| --- |
| Regression Statistics |
| Multiple R | 0.989418613 |
| R Square | 0.978949192 |
| Adjusted R Square | 0.968423788 |
| Standard Error | 1055.075234 |

Basic Formula derived from the Coefficients.

 Hispanic Population = -894550 \* (Year Date \* 455.05)

## Population Regression

The regression table for the total population growth is as follows:

|  |
| --- |
| Regression Statistics |
| Multiple R | 0.996148527 |
| R Square | 0.992311887 |
| Adjusted R Square | 0.988467831 |
| Standard Error | 3186.051498 |

Basic Formula derived from the Coefficients.

Total Population = -4487913.2 + (Year \* 2289.27)

(Percentage of Hispanic Populations) = (Hispanic Population) / (Total Population of Vacaville).

Based on these equations the total population of Vacaville is 124,966. The forecasted Hispanic population is 22,376. Thus we can conclude using regression that the percentage of Hispanics in Vacaville in 2015 will be approximately 17.9%. This model creates a truly diversified workforce benchmark that would facilitate acquiring new clients at a precise local demographic in a nation-wide service marketplace. If every local H&R Block implemented this benchmark they would benefit from overall market penetration at a local level by leveraging the Tax Prepares maintained client network (retention).

To meet this milestone we advise the 3035 Alamo Office of H&R Block to create Bi-Lingual Employee incentive programs to attract Tax Prepares from diverse ethnic backgrounds.

### Multi-Lingual Influence

Multi-Lingual Influence is an incentive program to promote Tax Prepares to utilize their clients primary language. A minimal 5% premium for services rendered in a foreign language would attract and retain more bi-lingual employees. Furthermore, speaking two or more languages is a noteworthy skill that should be rewarded

## Employee Acquisition and Retention Program (EARP)

EARP is a guerilla marketing strategy. H&R Block maintains an excellent competitive edge because of its inter-office independence. It allows the offices to concentrate on its local demographics. Each office will have a mandatory district marketing plan targeting specifically the steps to acquire and retain **employees and clients**.

### Milestone: Every store in district creates an EARP Marketing plan that specifically targets the demographic in their city.

## 3035 Alamo Office EARP

### Hispanic Grass Roots Promotion Program

 The Hispanic Grass Roots Community Cultivation program is a marketing strategy that would target Popular Hispanic Area’s with minor promotions, and scholarship opportunities. This will be funded by revenue acquired by services rendered in a foreign language. This will create a sustaining cycle and decrease the overall impact if the program fails. Total Promotions and Scholarships would not be greater than 3% of revenue.

### Milestones: Give $3,000 in Scholarships to Tax Preparations courses to Hispanics.

## Retention Program

 By giving clients incentive to promote H&R Block, Tax Prepares will expand among their clients trusted social networks. This would involve implementing a referral program that would be a stackable 5% discount on tax services for each referral that results in a sale. This viral marketing technique if balanced may result 20 new potential clients for the price of one. This would have a slow start but will be the greatest driver in sales once critical mass is reached.

### Milestone:

Primary: Acquire 10% of new customers by the use of Referrals by 2015.

Secondary: 20% of referred customers are retained the following role to the district in 2015.

# Marketing Plan

## Objective

* To expand the Latino market share as part of “The Latino Blitz”
* To provide an increased level of customer satisfaction to promote social referrals
* Expand community (and internal) awareness of bi-lingual services

## Goals

* To increase Hispanic market share
* To increase the relationship with the Latino community with the intent of establishing a long term relationship with these clients.
* Expand bi-lingual employee base

## Target Market

* College Students involved in the “MESA” program at Solano CC.
* Latino members of the SEIU Union and other local industrial unions.
* United Farm Workers union – Solano branch
* Farmers Market vendors
* Local Latino Community in Vacaville
* Internal H&R stakeholders

## Positioning & Unique Selling Point

By aggressively developing the “Latino” segment of H&R Block’s services and creating increased awareness of H&R Block’s commitment to the local Latino community we will be able to use the existing H&R platform to offer superior services to Hispanic speaking customers.

## Core strategy

In order to reach out to the Latino community and the targets we have identified our core marketing strategy as the following: A full frontal (attack) approach involving guerilla tactics to undermine our competition.

## Push v. Pull

In line with our core strategy we will aggressively push our bilingual services into the Latino community. Since this is a relatively new market for us it will take time before we have the community recognition that would pull them towards us.

## Loyalty v. Trial

We are offering a superior service base to the Latino community, there for we expect to build a long-term relationship with this market. We are in the tax preparation business NOT a Netflix trial business!

## Low-Order

### Targeting the Latino Market

In attempting to reach the Latino market the first place we would start is at the Latino grocery stores. This brings our target audience to us.

## The 4-P’s

### Product

We will be offering all the standard H&R Block services but; we plan to emphasize the bi-lingual nature of the staff and the services that we can offer the Latino community. Our product isn’t just a service, its providing excellent customer service. When a Hispanic customer has a question or a specific tax need we will be there with staff that can help them.

### Price

* In respect to our direct customers we will not be adjusting the pricing structure of our services.
* For our internal stakeholders we will add several incentives that fall “in between” a price strategy and an internal incentive strategy.

### Place

* Our Storefront will be at 3035 Alamo St, in Vacaville, which will function as a central point of contact. See the appendix for a list of grocery stores etc. that will be used to disseminate information on the bilingual service.
* WinCo And the 99 cent store.
* Local Farmers markets

### Promotion

The different Unions that represent various groups of Hispanic labor are a great place to promote our expanded services. Partnering with these groups provides us with a direct point of contact through which we can promote the bilingual capabilities of H&R staff and its services. Mass media such as radio and television:

## The role of 4P’s

By establishing contracts with these three broadcast companies, would have access to a large portion of the Hispanic broadcast market while minimizing cost our direct promotional cost. A crucial concept which must be conveyed is that the IRS and Franchise Tax Board do not care about an individual’s immigration status or how they earned the money. They just want their cut of an individual’s paycheck. Therefore they issue tax identification numbers; it is in no way an immigration “witch hunt” tool.

This concept must be explained in our advertising as well as the fact that H&R Block has bi-lingual experts for the sole purpose of helping Latinos through this process. Once this tax ID number has been obtained then the standard tax forms can be used.

# Conclusion

 It is the belief of this consultant team that there are many opportunities for H&R Block in regards to the Latino Blitz program. These opportunities can only be truly realized with a fully supportive corporate program. A single store may have mild success with these recommendations; a district will have slightly better results; only with the changes and support from the Corporate Office to make these changes can this strategy be exceptionally successful.

 A “Latino Blitz” may have training manuals and sets of goals, but without further incentives and the expansion of current software to support a multi-lingual platform, can H&R Block leverage this “Golden Opportunity.” The program in its current form seems to only be given “lip service” by the district and local offices, as there is little “buy in” from the various regions we examined throughout the country. The lack of posted and available Bi-lingual associates in the offices, or on the website shows a lack of representation, which hinders the appeal to specialized market segments, such as in the “Latino Blitz.” Overall, we find the idea remarkably interesting, yet the current plan for this program very disappointing.

 Better Communication from the office managers would have greatly helped our analysis of the existing “Latino Blitz.” It seems there was a disconnection in communication, which hindered a better understanding of the current program. The Advanced Latino Blitz training program from 2009 along with the Exclusive Latino Client Building Blueprint would have allowed our consulting group the ability to compare the current corporate strategy and allowed a much more highly useful and specific benchmarking tool for H&R Block.

 We feel the strategies suggested here will greatly improve the Latino client base. These incentives, coupled with the community outreach will build a loyal customer base within the city of Vacaville. The retail store at 3035 Alamo Drive in Vacaville, along with the district will, upon full implementation see a rise in Latino customers.

# Appendix:

Latino grocery stores in the Vacaville area:

MI Ranchito Super Mercado

1425 Market Ln, Suite B, Dixon CA

Esparto Super Market

17343 Fremont St, Esparto CA

Sagara Farms

17437 County Road 86a, Esparto CA

Mexico Meat Market

1130 E Monte Vista Ave, Suite A, Vacaville

## Vacaville Population

## Vacaville (city), California

|  |
| --- |
| 92,691 |
| 4.5% |
|  |

|  |  |  |  |
| --- | --- | --- | --- |
|     |  | Vacaville | California |
|  | Population, 2006 estimate |  | 36,457,549 |
|  | Population, percent change, April 1, 2000 to July 1, 2006 |  | 7.6% |
|  | Population, 2000 | 88,625 | 33,871,648 |
|  | Persons under 5 years old, percent, 2000 | 6.6% | 7.3% |
|  | Persons under 18 years old, percent, 2000 | 27.0% | 27.3% |
|  | Persons 65 years old and over, percent, 2000 | 8.3% | 10.6% |
|  | Female persons, percent, 2000 | 45.8% | 50.2% |
|  | Persons reporting two or more races, percent, 2000 | 5.5% | 4.7% |
|  | Persons of Hispanic or Latino origin, percent, 2000 (b) | 17.9% | 32.4% |
|  | Living in same house in 1995 and 2000, pct. 5 yrs. old & over | 44.7% | 50.2% |
|  | Foreign born persons, percent, 2000 | 9.0% | 26.2% |
|  | Language other than English spoken at home, pct. age 5+, 2000 | 15.4% | 39.5% |
|  | High school graduates, percent of persons age 25+, 2000 | 83.9% | 76.8% |
|  Courtesy of the US Census Bureau |

## Education Statistics for Vacaville, CA

Vacaville Unified School District Statistics

The Vacaville Unified School District is located in Vacaville, CA and includes 17 schools that serve 13,166 students in grades KG through 12.

District Spending

The Vacaville Unified School District spends $7,896 per pupil in current expenditures.  The district spends 61% on instruction, 36% on support services, and 3% on other elementary and secondary expenditures.

District Student-Teacher Ratio

The Vacaville Unified School District has 20 students for every full-time equivalent teacher, with the state average being 21 students per full-time equivalent teacher.

District Student Information

The Vacaville Unified School District had in grades 9-12 a dropout rate of 5% in 2007.  The national average of grades 9-12, had a dropout rate in 2007 was 4.4%.

In the Vacaville Unified School District, 11% of students have an IEP (Individualized Education Program).  An IEP is a written plan for students eligible for special needs services.

The Vacaville Unified School District serves 11% English Language Learners (ELL).  ELL students are in the process of acquiring and learning English Language skills.

In the Vacaville Unified School District, 1% of students are migrant students.  Migrant students are the children of migrant workers and often relocate from school to school.

The following table conveys information on higher education in the Vacaville region:

## Vacaville Education-Table-1

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| --- |
| Vacaville Education |
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| Colleges, universities and professional schools(within 30 miles) | 4 |
| Junior colleges and technical institutes(within 30 miles) | 9 |

**EDUCATION**

*High School Graduate or higher*
at the time of the last survey, 47,919 people in the community had a high school degree, or 83.9 of the population (compared to the national average of 80.40%).

*Bachelor's Degree or Higher in Vacaville, California*
11,083 people in Vacaville also had a Bachelor’s degree or higher, which represented 19.4 of the total population (National average was 24.40%).

## H&R Block Competition Comparison Table-2

The following table provides further information H&R Block’s greatest competition in the general Market:

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| Direct Competitor Comparison |   |

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|  | [HRB](http://finance.yahoo.com/q?s=HRB) | [INTU](http://finance.yahoo.com/q?s=INTU) | [JTX](http://finance.yahoo.com/q?s=JTX) | PVT1 | [Industry](http://finance.yahoo.com/q/in?s=HRB) |
| Market Cap: | 4.06B | 14.83B | 21.98M | N/A | 214.22M |
| Employees: | 7,700 | 7,700 | 305 | 2801 | 1.93K |
| Qtrly Rev Growth (yoy): | -0.40% | 12.20% | -12.30% | N/A | 11.10% |
| Revenue (ttm): | 3.87B | 3.51B | 213.14M | 87.60M1 | 230.26M |
| Gross Margin (ttm): | 39.13% | 82.49% | 38.84% | N/A | 34.14% |
| EBITDA (ttm): | 990.54M | 1.10B | 36.74M | N/A | 40.29M |
| Operating Margin (ttm): | 22.86% | 24.62% | 14.53% | N/A | 6.92% |
| Net Income (ttm): | 490.38M | 538.00M | -269.61M | N/A | N/A |
| EPS (ttm): | 1.46 | 1.77 | -9.41 | N/A | 0.49 |
| P/E (ttm): | 9.02 | 26.59 | N/A | N/A | 13.86 |
| PEG (5 yr expected): | 0.84 | 1.47 | -1.00 | N/A | 1.39 |
| P/S (ttm): | 1.06 | 4.18 | 0.11 | N/A | 0.93 |

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| [**INTU**](http://finance.yahoo.com/q?s=INTU) = Intuit Inc. |
| [**JTX**](http://finance.yahoo.com/q?s=JTX) = Jackson Hewitt Tax Service Inc. |
| **Pvt1** = [JTH Tax, Inc.](http://biz.yahoo.com/ic/125/125980.html) (privately held) |

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| **op Personal Services Companies by Market Cap** |

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| --- | --- | --- | --- | --- | --- |
| Company | Symbol | Price | Change | Market Cap | P/E |
| [CPP Group PLC](http://finance.yahoo.com/q/pr?s=CPP.L) | [CPP.L](http://finance.yahoo.com/q?s=CPP.L) | 275.00 | Down 1.79% | N/A | N/A |
| [Holidaybreak PLC](http://finance.yahoo.com/q/pr?s=HBR.L) | [HBR.L](http://finance.yahoo.com/q?s=HBR.L) | 297.00 | Down 1.00% | N/A | N/A |
| [Western Union Co.](http://finance.yahoo.com/q/pr?s=WU) | [WU](http://finance.yahoo.com/q?s=WU) | 18.25 | Up 0.11% | 11.97B | 13.88 |
| [H&R Block, Inc.](http://finance.yahoo.com/q/pr?s=HRB) | [HRB](http://finance.yahoo.com/q?s=HRB) | 13.16 | Down 1.57% | 4.06B | 9.02 |
| [Weight Watchers International, Inc.](http://finance.yahoo.com/q/pr?s=WTW) | [WTW](http://finance.yahoo.com/q?s=WTW) | 35.49 | Down 0.14% | 2.61B | 16.58 |
| [Ulta Salon, Cosmetics & Fragrance, Inc.](http://finance.yahoo.com/q/pr?s=ULTA) | [ULTA](http://finance.yahoo.com/q?s=ULTA) | 35.22 | Down 1.40% | 2.08B | 38.16 |

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| Showing 1 - 5 of 41 - [View All](http://biz.yahoo.com/p/762mktd.html) |

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| More Top Companies: [**by Performance**](http://us.rd.yahoo.com/finance/industry/leaf/4/8a/%2Ahttp%3A/biz.yahoo.com/ic/ll/762pip.html), [**by Valuation**](http://us.rd.yahoo.com/finance/industry/leaf/4/8b/%2Ahttp%3A/biz.yahoo.com/ic/ll/762per.html), [**by Growth**](http://us.rd.yahoo.com/finance/industry/leaf/4/8c/%2Ahttp%3A/biz.yahoo.com/ic/ll/762r1g.html), [**by Growth**](http://us.rd.yahoo.com/finance/industry/leaf/4/8d/%2Ahttp%3A/biz.yahoo.com/ic/ll/762yie.html) |
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| **HRB vs. Industry Leaders** |

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| --- | --- | --- | --- |
| Statistic | Industry Leader | HRB | HRB Rank |
| [Market Capitalization](http://biz.yahoo.com/ic/ll/762mkt.html) | [CPP.L](http://finance.yahoo.com/q?s=CPP.L&d=t) | N/A | 4.06B | 4 / 41 |
| [P/E Ratio (ttm)](http://biz.yahoo.com/ic/ll/762per.html) | [HBR.L](http://finance.yahoo.com/q?s=HBR.L&d=t) | N/A | 9.02 | 22 / 41 |
| [PEG Ratio (ttm, 5 yr expected)](http://biz.yahoo.com/ic/ll/762peg.html) | [IVC.AX](http://finance.yahoo.com/q?s=IVC.AX&d=t) | 3.54 | 0.84 | 14 / 41 |
| [Revenue Growth (Qtrly YoY)](http://biz.yahoo.com/ic/ll/762r1g.html) | [JAINSTUD.BO](http://finance.yahoo.com/q?s=JAINSTUD.BO&d=t) | 130.50% | -0.40% | 24 / 41 |
| [EPS Growth (Qtrly YoY)](http://biz.yahoo.com/ic/ll/762e1g.html) | [GKSR](http://finance.yahoo.com/q?s=GKSR&d=t) | 173.50% | N/A | N/A |
| [Long-Term Growth Rate (5 yr)](http://biz.yahoo.com/ic/ll/762g5r.html) | [ULTA](http://finance.yahoo.com/q?s=ULTA&d=t) | 22.17% | 10.00% | 8 / 41 |
| [Return on Equity (ttm)](http://biz.yahoo.com/ic/ll/762roe.html) | [CPY](http://finance.yahoo.com/q?s=CPY&d=t) | 260.61% | 44.40% | 5 / 41 |
| [Long-Term Debt/Equity (mrq)](http://biz.yahoo.com/ic/ll/762tbe.html) |  |  | 109.177 | N/A |
| [Dividend Yield (annual)](http://biz.yahoo.com/ic/ll/762yie.html) | [STON](http://finance.yahoo.com/q?s=STON&d=t) | 7.80% | 4.70% | 2 / 41 |

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1. <https://careers-hrblock.icims.com/jobs/4074/job> 04 Dec 2010

<https://careers-hrblock.icims.com/jobs/4099/job> 04 Dec 2010 [↑](#footnote-ref-1)
2. See the Advanced Latino Blitz: Building Your Latino Client Base (2009), and Advanced Latino Building Your Client Base (BYCB) in both English and Spanish. <https://taxpro.hrblock.com/taxproConsumerWebApp/consumer/getNewLocationSearch.do?requestInfo=true&soi=null&campaignId=null> 4 Dec 2010 [↑](#footnote-ref-2)