
Incorporate Massage Business Plan



incorporatemassage®

For a healthy, productive business

November 27, 2015

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IncorporateMassage.com

Executive Summary

Incorporate Massage is an onsite corporate massage company, providing chair massage services for businesses across the U.S. We have combined forces with the leading employers across the nation who choose to invest in their best asset: their employees. Our clients hire us to provide massage therapy for their employees at work to enhance wellness and morale, or prevent and treat injuries at an affordable price, making their teams happier, healthier and more productive.

We've positioned ourselves in our industry as a tech company by providing our massage services through our unique digital platform. We are able to automate and administer the entire program or event for our client, from online scheduling and email campaigns to mobile booking and text message appointment reminders, even monthly reporting and analytics. This takes all the stress of managing a large program or event off of our clients' shoulders and leaves employers and employees free to do their jobs.

Since inception in 2010, Incorporate Massage has grown exponentially each year. In 2014, we grew 280% and we have achieved 136% growth for the first three quarters of 2015. With gross profit margins of 47%, well above the industry average, no accounts receivable, a 70% recurring revenue baseline and a 99% client retention rate, we have very little risk and high levels of profitability. Our business model has been remarkably successful here in Utah, and we started scaling it across the U.S. earlier in 2015 with rapid success.

We have been able to achieve this incredible growth with an entirely remote workforce, allowing us to keep our overhead low and provide flexible employment opportunities for our team, particularly stay at home moms, which has created of a high level of loyalty from our employees because of that flexibility.

The industries we operate within are forecasted to increase an average of 4.3% over the next 5 years. Additionally, the number people entering the massage therapy profession is anticipated to increase 23% from 2012 to 2022, a rate that well exceeds the national average. Because of these trends, we will have a growing market and should have very little trouble acquiring and maintaining a strong workforce to meet that market demand.

Our plan is to continue replicating what we've done here in Utah and scale that out systematically across the major metropolitan areas in the U.S. Our local clients report increased employee productivity, retention, and morale, and we are now providing that same opportunity to improve the culture and health of organizations in 22 states. Additionally, our growth will allow us to improve the health and wellness of working Americans, strengthen the families of massage therapists with flexible employment opportunities, and improve corporate America by enhancing their workforce and making them more profitable.

Business History

Amelia spent the first eight years of her career as a massage therapist working specifically with athletes, car accident victims, and people with chronic headaches. Freeing people from pain and injury is very rewarding for Amelia on a personal level. She has suffered from chronic headaches since childhood and found no relief from medicine or alternative therapies until she discovered massage therapy from a friend in 2001.

As her private practice grew, Amelia realized she could not personally accommodate the overwhelming number of clients needing relief from stress and chronic pain. She also realized there was a large unmet need in the community for relief from pain, injury and stress, and most people didn't have the time or the money to take proper care of themselves.

As a massage therapist with a home office, Amelia was able to enjoy the ability to work from home while raising her three daughters. When she decided to start Incorporate Massage in 2010, Amelia wanted to provide that same opportunity to mother's to earn a good income and contribute to the economy without sacrificing family.



Amelia Wilcox, Team and Services

Since that time, Incorporate Massage has revolutionized the corporate wellness industry in Utah, taking corporate massage from a novel idea, to a corporate wellness standard. Amelia Wilcox, CEO, has grown this woman-owned business to over 100 team members in 13 states, and has doubled and tripled revenue year over year. This year, Incorporate Massage was awarded the National Woman-Owned Small Business of the Year and Amelia was recognized as one of the Forty Under 40 in Utah. Amelia and her team have also been featured on Forbes.com and Huffington Post. Incorporate Massage expects to be serving businesses nationwide within the next 12 months, and Amelia is enjoying the ride.

Who We Are

	One-Time Event	Recurring Program
	(Health Fairs, Trade Shows, Corporate Retreats, etc.)	(Weekly, Monthly or Quarterly Programs)
Less than 25 people	\$80 per hour	\$75 per hour
25-40 people	\$75 per hour	\$70 per hour
41-60 people	\$70 per hour	\$65 per hour
61-80 people	\$65 per hour	\$60 per hour
more than 80 people	\$60 per hour	\$55 per hour

Mission

Our mission in business and within our own organization is to improve lives.

First and foremost we strive to improve the lives of our employees by enriching, supporting and strengthening them in their families and the community. Secondly we work to improve the lives of the employees we massage by providing effective, meaningful massage therapy services to relieve pain and stress. Lastly, we improve the lives of the people within the organizations we serve by administering programs and events to make their lives easier, and to provide them with the tools to make them more effective in their roles at their companies.

Vision

Incorporate Massage will bring the benefits of massage in the workplace to every business in America, leading the nationwide business community to enhance their corporate cultures and wellness, improving employees, businesses, and the American economy.

Core Values

The core values are vital to everything we do at Incorporate Massage. The core values that guide us in all aspects of business, internally and externally, are as follows:

Integrity Innovation Accountability
Humility Passion Fun

Services

Incorporate Massage provides two core services: Events and Programs. These services are offered in 18 states and counting, with pricing ranging from \$60-80 per hour per therapist, depending on total volume booked per month, with areas in NY and CA at a \$10 per hour per therapist premium added onto that pricing because the cost of labor in CA and NY is higher.

Massage Events

Massage Events are chair massage services with one or more massage therapists for business events such as Admin Day, Nurses Week, Teacher Appreciation Day, corporate parties, health fairs, retreats, trade shows and employee appreciation events.

Recurring Massage Programs

Recurring Massage Programs include any arrangement with an organization where Incorporate Massage provides massage services on a recurring basis. This can be quarterly, monthly, bi monthly, weekly, bi weekly or even daily. Companies can use these programs for wellness, incentives, rewards, recruiting and retention, or for improving morale and corporate culture.

Recurring Massage Programs are offered at two different levels. The Standard (shown above) or the Premium. Premium Services have a \$5 per hour per therapist premium added to them.

The Office Massage Program Breakdown

	Standard Program	Premium Program
	Standard Pricing	\$5 per hour additional
Massage Therapist(s)	X	X
Music	X	X
Aromatherapy	X	X
Program Support	X	X
Tipping is Included	X	X
Online Employee Scheduling System		X
Employee Scheduling Mobile App		X
Online Employee Payments		X
Program Reporting and Analytics		X
Custom Employee Email Campaign		X
Text/Email Appt Reminders		X
Calendar Integration		X

Growth and Opportunities

Growth Plan

The opportunity that will drive my business's growth is to replicate what we've done in Utah, and systematically scale our onsite corporate massage operations across the nation.

By repeating what we've done in Salt Lake and expanding our inbound marketing platforms, we can develop a system driving inbound leads with low associated cost of sales, driving our gross margins higher and increasing overall profitability.

We will manage all nationwide operations with our virtual administrative team. By continuing to improve our processes and implementing scalable systems, we can dramatically increase sales volume without needing to bring on more administrative staff.

Growth Markets

The market for chair massage services is growing quickly across the nation. We are in an emerging market, so there is no existing data on our industry specifically yet.

What we provide is really a hybrid of four different markets- Massage, Corporate Wellness, Events and Party Planners, and Trade Show and Conference Planning.

Market	Current Size	Growth Rate Last 5 Yrs	Growth Rate Next 5 Yrs
Massage	\$12 billion	5.6%	2.2% to \$13.2 billion
Corporate Wellness	\$7 billion <ul style="list-style-type: none">• %6 is specifically stress management• \$420 million	4.9%	8.8% to \$11.3 billion <ul style="list-style-type: none">• \$678 million in stress managements
Party and Event Planners	\$4.4 billion <ul style="list-style-type: none">• 41% of that is corporate events• \$1.8 billion	2.5%	3.4% to \$5.2 billion <ul style="list-style-type: none">• \$2.1 billion is corporate events
Trade Show and Conference Planning	\$12.8 billion <ul style="list-style-type: none">• B2B and B2C	2.0%	2.7% to \$14.6 billion

Massage Industry

Many of the threats and opportunities that affect the massage industry won't directly affect our company. The massage industry is dramatically affected by the level of consumer

disposable income. Since our services are paid for by the businesses themselves, consumer disposable income will not have a direct bearing on our business. The only variable in the massage industry that will affect our potential revenue is the consumer demand from their employees.

Corporate Wellness Industry

In the 2012-2013 Health Care Reform study, 50% of businesses reported that they plan on expanding the scope of their wellness program. Our services are often times implemented to enhance a company's existing wellness program. Our clients report this helps with recruiting and retention. Additionally, 65.0% of businesses in the Health Care Reform Study with 50 to 100 employees reported that wellness programs are a key differentiator for employee recruitment and are effective at improving employee retention rates. This will provide opportunities for the Corporate Wellness industry over the next five years.

Party and Event Planning Industry

Corporate profits are increasing, which indicates that businesses have money to spend on holiday parties, company picnics, employee appreciation events and other social occasions. Higher profits enable businesses to spend more money on events, which means the Corporate Events industry will continue to increase in revenue and profit as well.

Trade Show and Conference Planning Industry

We work in both B2B and B2C conferences and trade shows where clients hire us to attract people to their booth. Some convention centers even hire massage therapists to provide chair massage to attendees.

Similarly to the Events and Party Planning Industry, the Trade Show and Conference Planning Industry is also expected to grow based on the level of corporate profits. Growth in corporate profits will continue to boost demand for trade shows and events as companies increase their marketing efforts. Corporate profits are expected to increase in 2015, representing a potential opportunity for the industry.

Competition

Plenty of competition exists out there, with more and more corporate massage companies popping up every day. Some companies have been around longer than we have, and have a larger online presence because of this.

Similarities

Many of our national competitors offer similar online employee scheduling and payment capabilities. Pricing is pretty similar across the board, ranging from \$60-75 an hour. For events, we often don't close the sales that are being shopped based purely upon price since we are not difficult for competitors to underbid. But we don't want to compete on price, so we are fine with that.

Advantages

For programs, no one else out there offers any kind of analytics or reporting. We are the only ones out there with a mobile booking app and some of the convenience functionality like calendar integration, text message and email appointment reminders, and programs with customizable restrictions providing complete control over who gets massages and how often.

For events, we have a large workforce and can accommodate events where the company wants multiple therapists, even as many as 20 at a time. We are currently developing an electronic sign up system and an event scheduling app to help clients schedule their massages, and locally in SLC we even provide an Event Coordinator for large events who helps ensure everything goes smoothly.

We also have an outstanding reputation for being reliable and professional, which many in our industry lack. Our national competitors are more of a staffing agency and don't do much with quality control with their massage therapists. We have a 3 step hiring process, including hands-on interview, with identity and background verification. We also ask for feedback from each and every client so we know who is performing well and who is not and can weed out the less desirable and attract more of the talented therapists.

We have established ourselves as a brand by being teachers in our space, which has helped us develop excellent relationships with people in the business community in Human Resources. No one else in the corporate massage industry is generating any kind of content, especially not valuable content designed to be helpful to their target market. From videos and webinars, to articles on culture and morale, we are positioned to dominate the online corporate massage space.

Competitive Mapping

National	Offering	Online Analysis	Strengths	Opportunities
Infinite Massage infinitemassage.com	<ul style="list-style-type: none"> • \$63/hr (for 4 hours) • Online scheduling • Online payments • Employee paid, Employer paid, and Subsidized options 	<ul style="list-style-type: none"> • PageRank: 2 • Moz Rank: 5.2 • Traffic: 558,000 • Indexed: 969 • Linking: 95 • Marketing: 49 • Facebook: 691 • Twitter: 1673 • Blog: yes, not often • Video: 9 videos, haven't been active in a year. • Yelp: many 5-star • In Houston 	<ul style="list-style-type: none"> • #1 for "in office massage", "office massage service" • #2 for "corporate chair massage" • Leader in nationwide • Custom scheduling portal • Large therapist network • Large social media presence • Clean website • Yelp page for each city, mostly 5-star 	<ul style="list-style-type: none"> • Not creating content • No mobile booking functionality • No PR releases since 2010
Massage At Work massageatworkusa.com	<ul style="list-style-type: none"> • 3 hour minimum • \$80/hour, volume discounts • Employee paid, Employer paid, and subsidized options • Require 250 min employee base, commitments from 30 	<ul style="list-style-type: none"> • PageRank: 2 • Moz Rank: 3.8 • Traffic: 12.9 mill • Indexed: 330 • Linking: 16 • Marketing: 51 • Facebook: 126 • Twitter: 532 • Blog: Yes • Video: 1 • Yelp: - • In New Jersey 	<ul style="list-style-type: none"> • Active on social media • Exhibit at HR conferences, including national • Member of SHRM 	<ul style="list-style-type: none"> • Sporadic and self promoting social media and blog • Website hasn't been updated since 2012 • Not creating useful content • No mobile booking functionality • No recent PR
Stress Recess stressrecess.com	<ul style="list-style-type: none"> • Promises to underbid any competitors 	<ul style="list-style-type: none"> • PageRank: 2 • Moz Rank: 3.6 • Traffic: 4.1 mill • Indexed: 62 • Linking: 18 • Marketing: 34 • Facebook: - • Twitter: - • Blog: - • Video:- • In Atlanta 	<ul style="list-style-type: none"> • #1 for: "corporate chair massage", "employee massage", "benefits of corporate massage" • "Low Price Guarantee" • Long list of large corporate clients 	<ul style="list-style-type: none"> • No social media presence • Website hasn't been updated in years • Not creating useful content • No mobile booking functionality • No recent PR
Massage Envy	<ul style="list-style-type: none"> • Pricing and details unavailable 	<ul style="list-style-type: none"> • PageRank: 5 • Moz Rank: 6.6 • Traffic: 29,169 • Indexed: 5,280 • Linking: 3,793 • Marketing: 86 • Facebook: 156,043 • Twitter: 9,191 • Blog: Yes, great • Video: Yes • Nationwide 	<ul style="list-style-type: none"> • Excellent social media presence with large following on each • Household name • Excellent blog and knowledge center with lots of traffic • Tons of PR and video 	<ul style="list-style-type: none"> • Don't focus on or promote their chair massage services... yet.

Business Dashboard

To measure our progress and track what is effective so we can adjust our trajectory, we need to consistently watch key metrics. The key metrics we will regularly monitor are as follows:

Sales Dashboard	Marketing Dashboard	Team Dashboard
<u>Close Rate</u> <ul style="list-style-type: none"> Monthly & Quarterly <ul style="list-style-type: none"> 64% first three quarters of 2015 	<u>Website Traffic</u> <ul style="list-style-type: none"> Weekly & Monthly <ul style="list-style-type: none"> Overall By Source 	<u>New Hires</u> <ul style="list-style-type: none"> Monthly and Quarterly
<u>Event-Program Conversion Rate</u> <ul style="list-style-type: none"> Quarterly & Yearly <ul style="list-style-type: none"> 15% in 2014 	<u>New Leads</u> <ul style="list-style-type: none"> Weekly & Monthly <ul style="list-style-type: none"> Overall By Source 	<u>Attrition</u> <ul style="list-style-type: none"> Monthly and Quarterly
<u>Gross Profit Margin</u> <ul style="list-style-type: none"> Monthly, Quarterly and Annually <ul style="list-style-type: none"> Event (raw) <ul style="list-style-type: none"> 58% 2015 YTD Recurring (raw) <ul style="list-style-type: none"> 54% 2015 YTD 	<u>New Customers</u> <ul style="list-style-type: none"> Weekly & Monthly <ul style="list-style-type: none"> Overall By Source 	<u>Semi-annual Employee Survey</u> <ul style="list-style-type: none"> Job Satisfaction Culture Pay Communication Workload Areas of Improvement
<u>Revenue</u> <ul style="list-style-type: none"> Monthly, Quarterly and Yearly <ul style="list-style-type: none"> Events Programs Combined Revenue by city 	<u>Website Conversion Rate</u> <ul style="list-style-type: none"> Weekly & Monthly <ul style="list-style-type: none"> Overall By Source 	<u>Employee Eval Scores</u> <ul style="list-style-type: none"> Quarterly and Yearly

Marketing and Selling

Customer Value Proposition

To Human Resource Professionals of large companies striving to develop an amazing corporate culture, Incorporate Massage provides onsite stress relief for your employees, making them happier, healthier and more productive. We take the stress out of your massage experience by managing the entire program with our turn-key platform, making your massage program more effective and leaving you free to do your job.

Geographically Targeted Marketing

The costs associated with my growth opportunity can be executed in stages as the funds become available.

- **Stage One** will include a Pay Per Click campaign for each targeted geographical location, which will run us about \$500 per month for each city we target. Meanwhile we will develop an accompanying geo-targeted landing page that is search engine optimized to start driving organic traffic from each targeted region.
- **Stage Two** will include exhibiting at the SHRM Conference of the targeted location after 12 to 18 months of Stage One efforts have been executed. We will sell to the Human Resource Professionals who may not have considered our services as an option and would not be part of the group that would find us online from our Stage One efforts. This phase will cost about \$3000 for each city we exhibit in.
- **Stage Three** will include other industry specific target efforts such as exhibiting at tech conferences and targeting auto dealerships, etc. This will be at least a year after we have completed the first two stages, and the costs will vary.

These geo-targeted marketing strategies will be repeated for each metropolitan area we target as we expand out across the U.S.

Inbound Marketing

Our Content Marketing efforts will increase traffic to our website, position ourselves as teachers in our space and experts in our field, and, most importantly, increase inbound leads. This strategy is divided into the following tactics.

Blog

We post 3 blog posts each week that are search engine optimized for certain long-tail key phrases applicable to our business and our customer base. These posts will bring in organic search traffic to increase our inbound leads and increase revenue. The blog posts will fall into one of the following categories:

- **Client Questions-** These articles will follow the philosophy of “They ask, we answer”. When a client asks anyone in sales a questions, that question will be sent to our marketing team to develop a blog post on that exact subject. This serves three purposes. One, the sales team can send the link out to prospects who ask a question on that subject so they don’t have to answer it over and over again. Two, it will drive the prospect back to our site, increasing traffic and hopefully encouraging them to dig deeper into our site and increase the level of trust with that prospect. And three, so that when a prospect is searching on the internet for the answer to their question, they will find our article and enter our sales funnel.
- **HR Specific-** These articles will be content that is useful to our target market, which is Human Resource Professionals. These include industry trends, tips and a lot of content on what other organization are doing in HR and culture and morale that will be valuable to our current clients and prospects. These will not attract as much organic traffic to our site since there is a high content saturation index for this industry, but this content will be repurposed into our HR Newsletter for lead nurturing and eBooks for lead capture.
- **Message-** These articles are not our main target as most of them will not convert to sales, but will aid in overall massage education on the internet. We can also use these articles to arm our HR and Wellness clients with tools to give their employees, making them look good and be more effective in their roles.

Video

YouTube is the #2 search engine on the internet next to Google, and we will constantly develop and search engine optimize video content that is useful to give our company more search exposure and drive more traffic to our website. The video we develop will fall into one of the following categories:

- **Sales Education-** We will develop educational videos about our services to be used as sales tools on our website for prospects to view, or to be pushed out to prospects who inquire to aid in prospect education. Many of these videos will correspond with a

targeted webpage and can also be imbedded into each page to enrich it's content. Some of the subjects we will create video on include the following:

- Teacher Appreciation Day
 - Admin Day
 - Post-Tax Season Massage
 - Corporate Retreats
 - Private Events
 - Employee Appreciation Day
 - What to Expect
 - Who We Are
 - What We're Not
 - Massage Wellness Programs
 - Employee Incentives
 - Morale Boosting
 - Holidays
 - Golf Tournaments
 - Trade Shows and Conferences
 - Answers to FAQs
- **HR Specific-** These videos will be professionally recorded interviews with HR leaders in Utah and across the country to gain insight on what they do in their organizations to make their employees healthier, happier and more productive. These videos will be used to develop an HR community, hand-in-hand with our podcast, where HR leaders can connect with other HR leaders to see what is being done in their industry by the leaders. These videos will be used in the following ways:
 - **Blog-** Embedded in blog articles as video content to strengthen the post and increase SEO for each article.
 - **Sales-** Helpful video content will be shared with prospects to help develop trust and relationships, pushing them further down the sales funnel.
 - **Website-** Videos can be used in sidebars on specific pages in the website where it will be applicable and help users to enter into the top of the sales funnel.
 - **Social Media-** These videos will be shared on social media, tagging the companies and the individuals featured in the video, increasing it's shares and visibility to multiple networks beyond our own.

We will target companies on the Best Places to Work lists, starting in SLC and moving out systematically into each new geographical area we target. The following subjects will be targeted in the videos:

- Wellness Programs
- Recruitment
- Company Culture
- Employee Morale
- Stress Management
- Employee Retention

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- **Massage Techniques-** We do a monthly peer-to-peer massage training, and we record those and add to our YouTube Channel to generate more content and attract a following, though they are not our target or potential clients. There is no cost associated with this effort so this has no risk attached to it.

Podcast

We will reach out to leaders in corporate culture across the U.S. for interviews on what works well in their organizations. We will reach these leaders by contacting companies for the “Best Places to Work” lists in each metropolitan area. Starting with our own backyard, we will start to reach out systematically alongside our geographical targeted markets to contact these leaders for interviews. There will be an Incorporate Massage M.C. and we will break the podcast into the following interview sections:

- Company Intro and History
- Company Values and Vision
- Corporate Culture
- Recruiting and Retention
- Recognition and Rewards
- Fun and Morale

Trade Associations

Incorporate Massage will get involved on a local level in trade organizations for companies that tend to hire us a lot. We will reach out to these associations that are very specific and present at a monthly meeting or purchase some advertising in their local email newsletters. Some of these organizations will include:

- National Association of Call Centers
- Utah Technology Council
- Wellness Council of America
- Society of Human Resource Managers

Partnerships

By partnering and building relationships, we get residual inbound sales from them with very little effort and cost.

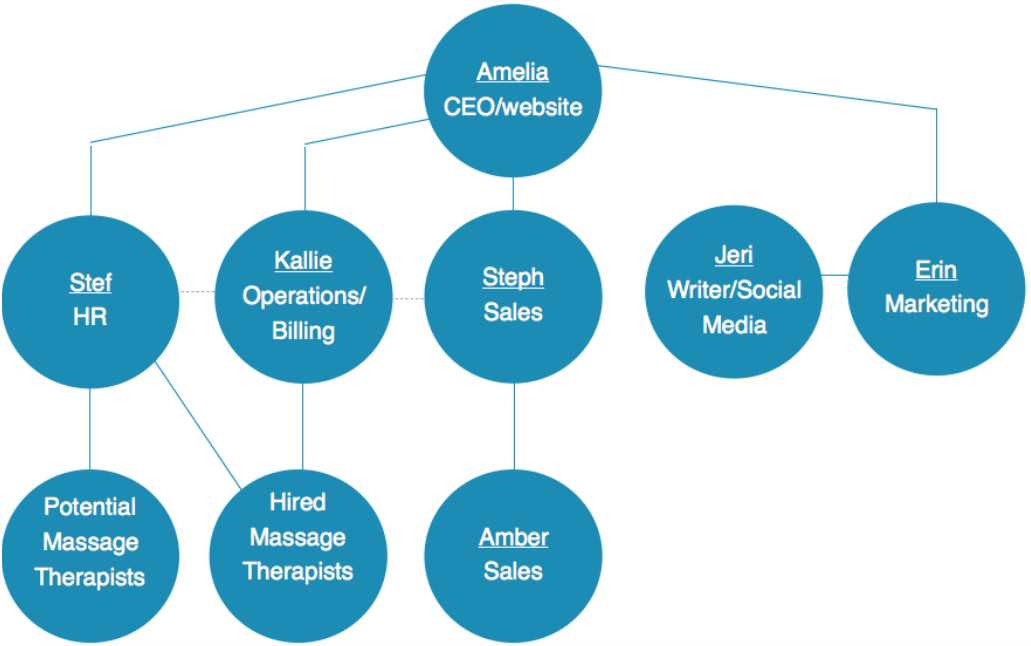
- **Event Planners and Event Venues-** We will reach out to national and local event planners and venues to partner with them to provide our services their clients at a promotional partner rate.
- **Benefits Providers and Brokers-** Benefits providers hire us to provide massage for their client health fairs and other appreciation events.

Management

To accomplish this growth opportunity and scale out nationally, we have a core administrative team of 5 people, all of which work virtually from home and have a high attention to detail, are self motivated organized, and with outstanding time management skills.

- **Recruiter, Stefanie Larson-** Stefanie was the FT recruiter for Zupas until she had a child earlier this year. She now works from home for us and is in charge of recruiting and on boarding massage therapists, managing licensing and insurance expirations and all employee / contractor personal and payroll information.
- **Operations, Kallie Hale-** Kallie started as a massage therapist, though her background is as an office manager for a disaster recovery company. She is in charge of scheduling massage programs and events, billing clients, paying bills, client communications, and payroll.
- **Marketing, Erin Malus-** Erin started as a massage therapist, but has a degree in writing. She is in charge of the inbound content marketing efforts described in the sales and marketing section.
- **Sales, Stephanie Selcho-** Stephanie in charge of inbound leads via phone, email, website, and in person; she closes sales, keeps track of communications with leads, and manages the sales team.
- **CEO, Amelia Wilcox-** Amelia started as a massage therapist and founded Incorporate Massage in 2010. She ran an online retail store for 5 years with her husband, which she closed when she started IM in 2010. She manages big picture strategy, large projects, business growth, and the website.
- **Professional Services:** RQN- *Legal*, IgniteSpot- *Accounting and Taxes*, ADP- *Payroll Processing*, UH1 Studios- *Design*, Casey Hyer- *Photo/Video*, Greg- *Copywriting*
- **Advisors:**
 - SCORE Advisory Board (Cathy Christopher, Joe Stambaugh, Brian Murphy, Phil Meade, Paul Campbell) that I meet with quarterly for advising on all business topics.
 - Ron Baron, SCORE mentor who I consult on sales and pricing.
 - LaRae Wright, Lead Faculty for Goldman Sachs 10,000 Small Businesses Program who advises me on growth strategies and new business opportunities.
 - Adam Slovik, Venture Capitalist and Investor who advises me on sales and entrepreneur ventures.

Organizational Structure



Money and Metrics

MONTHLY CASH FLOW PROJECTIONS- 2015-2016														
Incorporate Massage	December 2015	January 2016	February 2016	March 2016	April 2016	May 2016	June 2016	July 2016	August 2016	September 2016	October 2016	November 2016	December 2016	TOTAL
	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
BEGINNING CASH ON HAND	\$ 10,000	\$ 23,663	\$ 35,262	\$ 36,061	\$ 35,860	\$ 36,259	\$ 37,312	\$ 38,365	\$ 39,417	\$ 40,470	\$ 35,123	\$ 29,776	\$ 24,429	
CASH RECEIPTS:														
Cash Sales- Events	\$ -	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 20,000	\$ 174,000
Cash Sales- Recurring	\$ -	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 15,436	\$ 185,232
Acct. Receivable Collection	\$ 1,890	\$ 43,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 319,890
Loan or other Cash	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total Cash Receipts	\$ 51,890	\$ 72,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 54,436	\$ 60,436	\$ 729,122
TOTAL CASH AVAILABLE	\$ 61,890	\$ 96,099	\$ 89,698	\$ 90,497	\$ 90,296	\$ 90,695	\$ 91,748	\$ 92,801	\$ 93,853	\$ 94,906	\$ 89,559	\$ 84,212	\$ 84,865	
CASH PAID OUT:														
Cost of Services	\$ 13,250	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 28,851	\$ 32,031	\$ 362,643
Admin Wages	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 182,000
Payroll Fees	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 3,900
Software	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 26,000
Supplies (office & operation)	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 7,800
Meals & Entertainment	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 3,510
Advertising	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 3,179	\$ 41,327
Accounting & Legal	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 520
Facilities	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 4,498
Insurance	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 2,561
Credit Card Payments	\$ 254	\$ 254	\$ 254	\$ 254	\$ 254	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 13,270
Loan Payment	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 10,000	\$ 10,000	\$ 10,000	\$ 16,000	\$ 50,800
Other Loans Payments	\$ 3,791	\$ 10,200	\$ 3,000	\$ 4,000	\$ 3,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,391
Major Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CASH PAID OUT	\$ 38,227	\$ 60,837	\$ 53,637	\$ 54,637	\$ 54,037	\$ 53,383	\$ 53,383	\$ 53,383	\$ 53,383	\$ 59,783	\$ 59,783	\$ 59,783	\$ 68,963	\$ 654,257
Ending CASH POSITION	\$ 23,663	\$ 35,262	\$ 36,061	\$ 35,860	\$ 36,259	\$ 37,312	\$ 38,365	\$ 39,417	\$ 40,470	\$ 35,123	\$ 29,776	\$ 24,429	\$ 15,902	

MONTHLY CASH FLOW PROJECTIONS- 2017													
Incorporate Massage	January 2017	February 2017	March 2017	April 2017	May 2017	June 2017	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	TOTAL
	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
BEGINNING CASH ON HAND	\$ 15,902	\$ 19,480	\$ 23,058	\$ 26,636	\$ 30,214	\$ 33,792	\$ 37,370	\$ 40,948	\$ 44,526	\$ 48,104	\$ 51,682	\$ 55,260	
CASH RECEIPTS:													
Cash Sales- Events	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 25,000	\$ 205,000
Cash Sales- Recurring	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 220,000
Acct. Receivable Collection	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 275,000
Loan or Other Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cash Receipts	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 70,000	\$ 700,000
TOTAL CASH AVAILABLE	\$ 78,902	\$ 82,480	\$ 86,058	\$ 89,636	\$ 93,214	\$ 96,792	\$ 100,370	\$ 103,948	\$ 107,526	\$ 111,104	\$ 114,682	\$ 125,260	
CASH PAID OUT:													
Cost of Services	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 33,390	\$ 37,100	\$ 371,000
Gross Wages	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 187,000
Payroll Fees	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 4,400
Software	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 22,000
Supplies (office & operations)	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 6,600
Meals & Entertainment	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 270	\$ 2,970
Advertising	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 5,179	\$ 56,969
Accounting & Legal	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 440
Facilities	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 346	\$ 3,806
Insurance	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 197	\$ 2,167
Credit Card Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Loan Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Loans Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Major Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CASH PAID OUT	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 59,422	\$ 63,132	\$ 657,352
Ending CASH POSITION	\$ 19,480	\$ 23,058	\$ 26,636	\$ 30,214	\$ 33,792	\$ 37,370	\$ 40,948	\$ 44,526	\$ 48,104	\$ 51,682	\$ 55,260	\$ 62,128	

Assumptions for Projections

- We get a \$50,000 loan in December 2015.
- We pay off all debts in 2016 and move forward debt free into 2017.
- We spend an average of \$270 a month in meals and entertainment (based on the average of the last 12 months).
- We bring in a few part time assistants for our full time admins to help with increased workload in 2017 (reflected in gross wages).
- The average Event revenue increases from \$14,000 a month (where it has been the last 6 months), to \$18,000 a month for 2016.
- Our recurring revenue increases in 2017 by \$5000 a month.
- This assumes no clients prepay for 2016 or 2017 in advance, but we usually have a few who pay for the year up front.
- In December we have an increase in Event revenue due to the holidays, so these forecasts assume that trend continues.
- We spend an average of \$600 a month in office supplies (based on the last 6 months).
- We will increase the advertising budget by \$2000 a month for 2017.
- We will continue to utilize our current model of a virtual office space, not increasing our overhead for facilities.
- Since we have a virtual office, our insurance shouldn't increase either.
- Our accounting expenses are for Quickbooks, so that cost should stay the same.

Targeted Tactical Plans

Key Points

1. Content Marketing

- Positioning ourselves as experts and teachers in our field
- Inbound leads
- SEO
- First in our space to do this
- Proven model already being done in other industries

2. Scalable Systems and Processes

- Hiring and on boarding
 - Consistency in services
 - Unity and therapist buy in nationwide
- Automate as much as possible
 - Sales
 - Outreach
 - Follow Up
 - Marketing
 - Lead Nurturing
 - Social Media

3. Replicate Systematically

- Don't roll out all at once, but city by city.
- When we hit a snag, pause and adjust before actively marketing in new regions.

Success Factors

The critical success factors that must be addressed to achieve growth are:

Staffing

If we fail to adequately staff the programs and events with massage therapists, we will ruin our reputation and lose business. We also have to be able to staff our administration adequately to keep up with demand. To stay on top of this we need to be constantly monitoring our key metrics so we can make adjustments to staffing prior to the need so we don't hire out of desperation.

Automation

The more we can automate, the more we can grow revenues without adding additional administrative burden, thereby increasing our profit margins. This is critical for us to develop prior to a national roll out so that we are poised to meet the demand before it hits us.

Financial Forecasting

Since we strive to be an organically funding business as much as possible, watching our budget and frequently forecasting is key to our viability as a company. Failing to do so may cause our cash flow to dry up, leading to a need to incur debt to continue growing. By staying on top of that, we can predict future cash needs to the best of our abilities and plan accordingly.