

Business Plan Proposal

WellnessLink



Founded By:

- Zane Bjornerud: CEO
- Jeff Miller: CFO
- Mason Stinson-Williams: CMO
- Sam Abrashoff: COO
- Khoi Phan: CSO

Table of Contents:

Executive Summary	2
Company Overview	4
Business Model	4
Risks	5
Product Plan	6
Product Strategy	8
Market and Industry Analysis	10
Research Synthesis	19
Marketing Plan	27
Operations Plan	32
Management Plan	37
Corporate Social Responsibility	40
Financial Plan	42
Appendix	45

Executive Summary

Young adults with psychological illnesses are at an increased risk of receiving low GPAs, dropping out of school, and being unemployed without proper treatment. Research from the National Library of Medicine and *Habilidades para la Vida Research Center* show, “Both cross-sectional and longitudinal studies have found that children who experience mental health problems are more likely to have unfavorable educational outcomes, including poor grades, delays in reading, grade repetition, school drop-out ideation, and lower educational attainment than their peers without mental health problems.”¹ WellnessLink was founded by a team of college students who had a dream of creating an app that was designed to improve users' health. In order to provide them with more access to wellness resources on and around their campus, this app has been designed.

The Problem: Access to resources is a problem college students face when dealing with health issues. Based on our primary research where we surveyed college students about their mental and physical health, we have found that college students are much more likely to neglect their mental health than their physical health problems. From our founders' experiences and observations from our classmates, easy access to these services appears to be the main thing holding people back from achieving strong mental health throughout college. As part of our mission, we aim to establish a bridge between students and existing school resources as well as nearby professional services. This will enable students to access these resources without feeling overwhelmed or intimidated.

The Solution: WellnessLink wants college students who may or may not be experiencing struggles with their mental health to improve their overall wellness. This is done by reducing anxiety, depression, and other mental health issues popular among college students. By connecting users to wellness services on campus, our app helps them explore their options. Many apps that just track your mood or give you tips to improve your mental health, our product actually connects you with options and opportunities to enrich your life.

Benefits: WellnessLink is the **link** from universities to students providing them with easily accessible alternatives for mind and health facilities around the school. We are hands-on, easy to navigate, and confidential, ultimately avoiding the stress of on-campus facilities. WellnessLink is a simple app giving you suggestions for possible facilities nearby or the option to search for specifics. We are supporting mental health for students that may otherwise feel like they do not know where to start. Universities will notice several benefits that come from students using our services, starting with a healthier campus. Students remaining through four years results in more tuition collected and a more productive atmosphere where students will be inclined to create their own journeys.

¹

<https://www.google.com/url?q=https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4443903/&sa=D&source=docs&ust=1668722055740439&usg=AOvVaw3-4-mrTXSvRnY3STivmEgL>

Competitive Advantage: Our competitive advantage starts with our specific target market in one of their largest times of transition, resulting in higher levels of stress and anxiety. Our app supplies information for those in very centralized areas so we can focus there and provide the most information for them.

The Target Market: Our target market consists of university students aged 18 to 25 who are struggling with mental health disorders such as anxiety or depression. Those beginning their first year are important to enable four+ years they can use for the most effective results.

Financial Considerations: Revenue will be directly from the Universities that use our product. Universities will pay for a certain number of users at the beginning of the year (we estimate 7.5% of the undergraduate student body). If universities have many more users than they anticipate they may wish to purchase more units that year. The app is slated to cost \$50 per user for at least the first three years.

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Profit	\$194,000	\$533,500	\$1,653,000	\$3,262,500	\$6,083,000
Expenses	\$772,401	\$1,128,646	\$1,666,585	\$2,318,321	\$3,001,157
Net Profit	-\$595,601	-\$595,146	-\$13,585	\$944,179	\$3,081,843

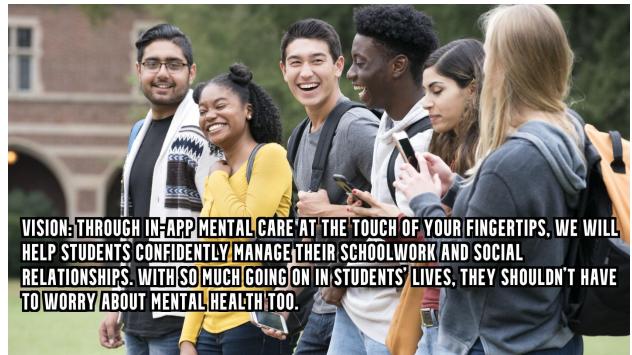
Our expenses for the first year total at \$772k which is covered mostly by our initial investment and the rest is covered through revenue. Expenses grow linearly with the growth of the business. Our company does not become profitable until the beginning of the third year of operation. After the third year, our ROI grows exponentially. By the fifth year, our company is bringing in \$3M in profit.

Start-up financing requirements: There will be 5 total investors in the startup. The CEO will contribute 40% of the total financing. The remaining balance will then be contributed by the other 4 members equally at 15% each. According to the projected P&L and cash flow, the company will need funding of 440K USD in the first year. The CEO decides to fund 40% and each of the members will contribute 15%. A portion of this fund is held as equity for the company, and any profit will be distributed based on the percentage of investment of each member.

Company Overview

Introduction:

WellnessLink was created by students at the University of Colorado Boulder. Each one of the five founders has experienced some sort of mental health decline throughout their time at university. For many students, attending college is their first experience where they have to take care of themselves, build new relationships, and face more rigorous coursework. For growing minds, all of this can build up and become overwhelming. Our objective at WellnessLink is to allow students to navigate these crucial moments in their lives with ease of mind that not only keeps their mental health in check but also allows them to better focus on tasks. With WellnessLink, students will be better able to monitor and address their mental health issues. This will enable them to perform at their highest level in school, in social relationships, and at work.



Business Model:

WellnessLink will create value by adding a student-focused phone application to the mental wellness market. WellnessLink is a variation of a business-to-business company with the customers being universities across the United States on a per-student basis. The high-profit margins associated with phone applications combined with the high volume potential of students will see high growth in revenue after just 3 years. With WellnessLink, universities will save money on counselor costs and will see smaller dropout rates to increase their yearly revenue. WellnessLink starts with major universities in Colorado and within five years will expand over the whole west coast before encompassing all colleges and universities in the United States.

Value Proposition:

For the target customer, WellnessLink is a great opportunity to improve the graduation rates of participating university students by improving the mental health and academic success of their students.

Competitive Advantage:

We're different from other mental health apps on the market because we will actively engage with students by connecting them to existing counseling services as well as local professional practices that can specialize in mental health therapy.

Risks

Legal Action

With a product like this, there is potential for lawsuits from similar mental wellness apps as well as potential lawsuits from students or parents. To combat these, WellnessLink has hired a phenomenal legal team that helps oversee feature and overall app production to ensure no patent or copyright infringements. WellnessLink also has a product liability insurance policy that will mitigate any fallout from student injuries while using the app.

Technology Risks

Once our application starts reaching more and more users, our team will need to ensure that the application can maintain functionality and that our servers can handle the increase in usage. To do so, our team has a structured plan that must be filled out before every expansion step we take. The WellnessLink servers will be structured so that there is always ample space for unexpected growth or usage by having space for at least 5x user growth. For instance, in the first year, we will have a capacity of 100,000 users even though we only expect around 11,000. Then each year after that we will construct an estimate of the user growth based on which schools we are expanding into and based on the percentage growth from schools we are already involved with. Our analysts suggest that this 5x bubble will be enough to cover any unexpected usage surges.

Market Risks

We predict that our price point of \$50.00 for a phone application will cause uncertainty when initially approaching Universities as most apps on both the Google Play Store and the Apple App Store are free to use. To mitigate this risk WellnessLink provides each university with a financial plan exhibiting the expenses incurred for each counselor on their payroll as well as the lost potential revenue for each student that drops out.

If we look at the University of Colorado Boulder, for example, the one-year retention rate for freshmen in 2021 was 88%² of the 5,869 total incoming freshmen³. With an average (in-state and out-of-state) tuition cost of \$44,077⁴, the university lost \$31,042,549 just from the 12% of freshmen that did not attend the 2022 school year. If those freshmen had graduated in four years, the university lost a potential \$93,127,648. These assumptions do not even include the second-year retention rate or the rate of students that graduate in 6 years which would easily increase the lost potential revenue.

²<https://www.colorado.edu/oda/student-data/retention-graduation-rates-and-time-degree/undergraduate-retention-and-graduation-rates>

³ <https://www.cu.edu/news/cu-boulder-freshman-class-sets-record-academic-qualifications-and-diversity>

⁴ <https://www.colorado.edu/admissions/cost-finances>

By providing figures like these for every university we market to, we are confident that we can mitigate the uncertainty of our high price point.

Competitor Response

Our application design and the key features that we provide are not groundbreaking in the software development industry or the mental health industry so there is potential for competitors to create a similar product. That being said, WellnessLink has several precautionary measures such as:

- *Trade Secrets:* All the code that is written for our application will be held within the company and each employee is required to sign a Non-Disclosure Agreement. The NDA prevents any employee from discussing, duplicating, or using application features and designs outside of the company. The agreement lasts two years and must be resigned yearly upon every end-of-year employee evaluation. This will allow WellnessLink to stay at least a year ahead even in the case of an employee termination.
- *Constant Innovation:* Our research and analysis team will continually evaluate student trends on the app and work with our psychologist to provide the most up-to-date mental wellness techniques that can be implemented as new features on the app.
- *Strong Branding:* With our strong marketing team and our board of advisors, we have close relationships with universities and the knowledge of students to be able to create a brand that every student across America can know and trust. With this, no competitor will be able to contest our market.

Product Plan

WellnessLink is a phone application used to help students manage and improve their mental health. This application will be put on the Google Play Store and the Apple App Store so that any student can download it, however, it requires a school login to access the features. This app will help students who are stressed, depressed, who have mental health disorders, and whose mental health has impacted their physical health. Oftentimes students do not have time or are scared to seek traditional mental health therapies and this application allows them to get the help they need whenever they need it. While there are mental health and wellness applications already in the market, there are none that specifically target college students and universities. Using this product will give students the knowledge and the help they need to improve their mental health. By providing custom treatments and information for each student, we get closer to our mission at WellnessLink: better your mental health, so you can best everything else.

Features

The WellnessLink app will begin with a login page where students must sign in using their school ID. Once logged in for the first time, there will be a series of questions to help determine past mental health and present mental health so we may provide the most accurate treatments and suggestions for the student. After the questionnaire is filled out, users are taken to the home page where they are given multiple options. One option is an automated chat service if

there is a problem that the student needs help addressing immediately or just if they have any questions. Another option is the plan suggested by our algorithms based on the information that they input. By clicking on this button, users will be able to see suggestions as well as the reasoning behind their diagnosis. Finally from the home page, there will also be another tab that holds all other information that is not directly correlated to the main problem at hand. This other tab will feature a further sleep mode where users can input how much sleep they regularly get and indicates whether this amount of sleep is indicative of any problems. Under this other tab, there will also be a further meditation mode where users can input how long of a session they desire and complete a meditation cycle. Finally, there will be a self-confidence tab that users can enter when they are feeling down on themselves. This feature will ask several questions to better understand what the exact problem is before providing a solution and feedback on how to improve these feelings. All of the information that is held about users which enables WellnessLink to provide suggestions is stored on secure servers that we ourselves oversee. This not only allows us to make sure that all of the information is safe but also that the application runs smoothly at all times of day, under any conditions.

Enhancements

- Map Feature of Nearby Facilities
 - In the case that students can not find exactly what they are looking for or in case of an emergency that requires immediate in-person attention, there is a map feature that displays all local and nearby health facilities.
- Help a Friend
 - This section will be for students who have a friend in need that they are concerned for. In some cases, students feel as though they do not need help even when the signs are obvious and this section will allow any student to input information to try and help their friend without it impacting the information we have on that student. This helps us keep a clear distinction between the user's information and their friends who may not be users.
- Notifications
 - The app will also give notifications if it notices that a user has not been active in a while. This notification will simply ask how the user is feeling that day. If the user then logs into the app it will ask basic questions to check up on them and see how they are doing. If all is well, the user will not see another notification for a week, at which time the process will repeat again.

Efficiency

This application is much better than traditional mental health therapies because of its speed and efficiency. Students typically have to call or go in person to university health services just to make an appointment that is days later. During that time their mental health could decline significantly causing more damage. With our application, students are able to get help in seconds at the touch of a button and be confident that this information will indeed help them.

Cost Savings

WellnessLink also provides benefits to the universities that use it as the app replaces the job of a therapist or counselor. Universities will not need to staff nearly as many people and can

focus their money elsewhere. On top of that, the reduction in dropout rates for universities after using our application will not only interest more students in attending but also keep more students attending so the university can benefit from extra tuition payers.

Product Strategy

WellnessLink will begin by selling to three major universities in Colorado; the University of Colorado Boulder, the University of Colorado Denver, and the University of Colorado Colorado Springs. Our app is available on all application stores, however, not just anyone can sign up. Once we sell to the universities, all of their current students with valid email addresses will be able to log in and access the app.

Our analysts suggest that we will not see a profit until the third year due to the initial costs of hiring staff and developing the software. Once the app is developed, however, the month-to-month expenses are rather low and so profits depend on user growth. With help from our marketing team, we plan on expanding into every major college in Colorado by the end of year 1. By the end of year 2 we will expand into major colleges in Wyoming, Utah, Arizona, and New Mexico. By the end of year 5 we will have expanded into every major college from Colorado to the west coast. We are confident that we can expand at such a fast rate because of the limited work needed to maintain the app and thus we can focus resources on marketing.

We know our product will be successful as every student and young adult across America struggles with mental health and wishes they had a quick, reliable solution. Our research has found that students with better mental health also perform better in other areas of their lives like school and social relationships. With its success, WellnessLink can change the lives of students across the United States and create a better future for everyone.

SWOT Analysis

SWOT Analysis

Strengths <ul style="list-style-type: none"> Aid in mental wellness and health Accessibility: information and help on a simple smartphone application 	Weaknesses <ul style="list-style-type: none"> No physical help Only automated chat Cannot guarantee a better mental health for the user overall
Opportunities <ul style="list-style-type: none"> Live human chat features Expansion outside of the U.S. Partnering with Therapists and other professional mental health practices nearby 	Threats <ul style="list-style-type: none"> Already existing university health and wellness facilities Larger companies enter the Mental health application market App efficacy leading to legal matters Copyright infringement

Proprietary Rights

WellnessLink will not use any patents as the main product is an application with little to no new design or software. WellnessLink will also not need a utility patent as the utility of the product already exists. We only need to copyright the name and trademark the logo.

- Trade Secrets
 - The only trade secret for this business will be the code that the app uses. It is important to protect our code so other companies cannot use it for their own benefit.
- Copyrights
 - We are currently filing for a trademark for our logo which will be on the application and copyright on the company name, WellnessLink.

Stage of Development

The WellnessLink app is currently in early development and will be launched this fall, and will be accessible to all users. In terms of the product life cycle, the application is in the prototype stage and not ready for the market yet. We plan to have a year-long testing phase to see how our users interact with the app. We will find out what they like and don't like about the product. In addition, we will collect valuable data that will give us feedback on how students navigate through our application. Obstacles that remain include providing sufficient funds for startup costs as well as establishing strategic agreements with our first customer, the University of Colorado.

Market Analysis

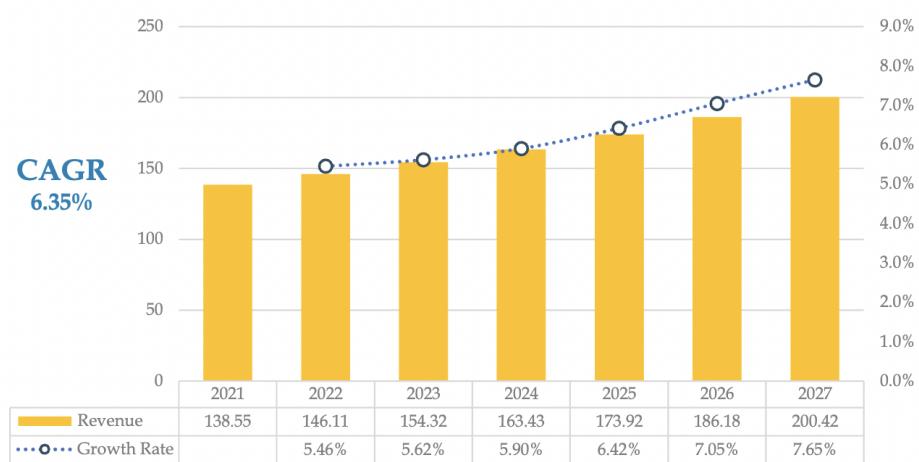
Overall Market:

The entire mental wellness market in 2021 reached a total revenue of \$138.55 billion and at an estimated compound annual growth rate of 6.35% is expected to accumulate to \$200.42 billion by 2027⁵. The major trends that are driving the market and its change have a large impact as they compound off of each other. The typical cases of depression, anxiety, and other mental disorders have seen their numbers worryingly increase, over the past two years especially. On top of that with an increase in technology and personal devices specifically, people are replacing real-world social environments with social media on these devices. Growth in the number of working hours has also seen an incline leading to stress about time management. In a study from Penn Medicine on social media, they stated, “Excessive social media use has been linked to depression, anxiety, and loneliness. Recent studies referenced by The Child Mind Institute and The National Center for Health Research suggest people who frequently use social media feel

⁵ <https://www-emis-com.colorado.idm.oclc.org/php/url-sharing/route?url=5665c23866238137>

more depressed and less happy with life than those who spend more time on non-screen-related activities.”⁶ WellnessLink will combat this, a quote from one mental wellness report states, “introduction of safer products with differentiated functionalities will contribute to market growth in the future. The leading drivers for health and well-being programs in the US are the need for managing mental disorders such as schizophrenia, alcohol use disorder, bipolar disorder, depression, anxiety, and others.”⁷

Exhibit 26 Global Mental Wellness Market 2021–2027 (\$ billion)



Addressable Market:

Our addressable market is aimed at students ages 18 to 25 dealing with mental disorders from their busy college lives. With the vast existing smartphone market and the increase in smartphone usage, this still leaves a significant portion of the market addressable. We are planning to enter the college market in Colorado and will continue moving our way to the west coast of the United States.

According to college enrollment statistics, 6.6% of Americans are currently enrolled in college whether it is part-time or full-time. Thus if we captured all college students in America, it would be valued at just over \$2 billion. As of 2022, there is an estimated 5,300 colleges in the United States⁸. If we target midwest colleges first, roughly 900⁹, that represents 16.9% of all colleges in the United States representing a market potential of \$338 million. In our first year, we plan to capture 20% of the midwest market and it would be valued at \$67.6 million.

⁶ (see footnote 1 above)

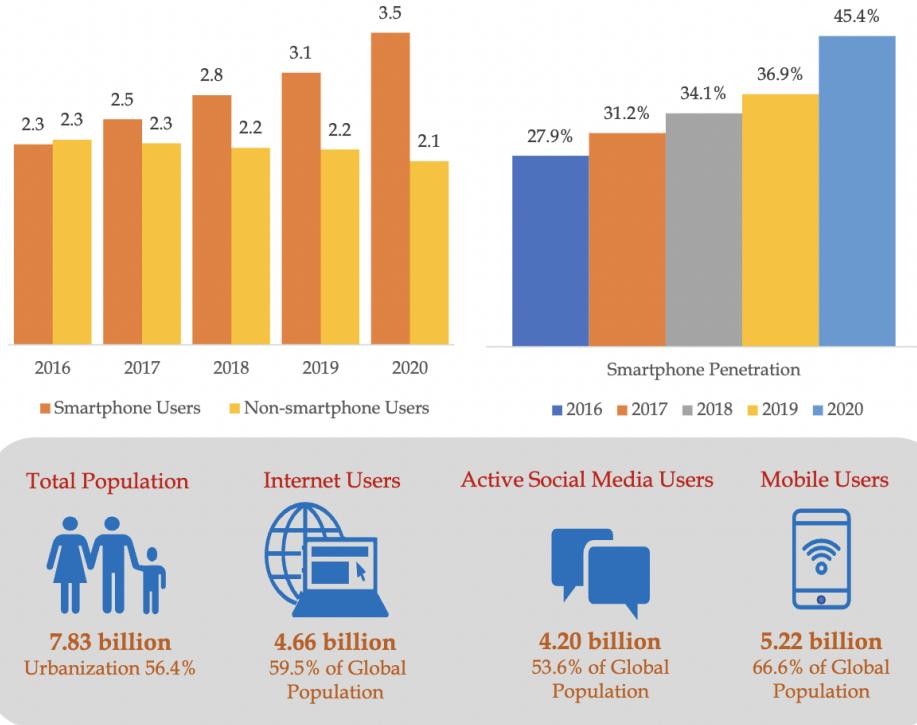
<https://addevice.io/blog/healthcare-applications-for-medical-personnel/>

⁷ <https://www.sparxitsolutions.com/blog/healthcare-app-development-cost/>

⁸<https://www.educationunlimited.com/blog/how-many-universities-colleges-are-in-the-us/#:~:text=In%20the%20United%20States%2C%20there,research%20universities%20like%20Harvard%20University.>

⁹<https://www.collegesimply.com/colleges/midwest/#:~:text=There%20are%20885%20colleges%20and%20universities%20in%20the%20Midwest%20enrolling%203%2C763%2C390%20students.>

Exhibit 19 Global Smartphone and Internet Penetration Overview



Segmentation:

There is an epidemic of mental health issues among teenagers and adults in the U.S. The traditional counseling model is failing the vast majority of these people. An unmet need refers to a person having a perceived or recommended need for mental health treatment or counseling but not receiving care. Among adults in Colorado who reported experiencing symptoms of anxiety and/or depressive disorder, “33.6% reported needing counseling or therapy but not receiving it in the past four weeks, compared to the U.S. average of 26.9%”¹⁰. This presents a massive opportunity for technology, which is low-cost, scalable, and proven to help patients, especially those who deal with symptoms such as depression and anxiety. We will address this largely unmet need, starting with an entry point for college students who are in great need today.

College students today are juggling a dizzying array of challenges, from coursework, relationships, and adjustment to campus life to economic strain, social injustice, mass violence, and various forms of loss related to COVID-19.

The number of students seeking help at campus counseling centers increased by almost “40% between 2009 and 2015 and continued to rise until the pandemic began, according to data from Penn State University’s Center for Collegiate Mental Health (CCMH), a research-practice

¹⁰

<https://www.kff.org/statedata/mental-health-and-substance-use-state-fact-sheets/colorado/#:~:text=Unmet%20Need%20and%20Barriers%20to%20Care.-Unmet%20need%20refers&text=As%20shown%20in%20the%20figure%20below,%2C%20among%20adults%20in%20Colorado,the%20U.S.%20average%20of%2026.9%25.>

network of more than 700 college and university counseling centers ([CCMH Annual Report, 2015](#)).¹¹

“We find that high-caseload centers tend to provide less care to students experiencing a wide range of problems, including those with safety concerns and critical issues—such as suicidality and trauma—that are often prioritized by institutions,” said psychologist Brett Scofield, Ph.D., executive director of CCMH.¹²

To minimize students slipping through the cracks, schools are dedicating more resources to rapid access and assessment, where students can walk in for a same-day intake or single counseling session, rather than languishing on a waitlist for weeks or months. This is where WellnessLink steps in. By cultivating a culture of wellness, mental health resources will no longer be confined to the overcrowded counseling centers where it feels impossible to get the help you need. By creating our wellness app that connects students effectively with the school’s already existing resources, we can streamline the process of receiving therapy to make a massive difference in students’ lives by improving mental health at a systemic level across the nation.

For young kids, this time in their life is when they first form who they are as their self-awareness increases as well as their social intelligence. With increasing technology use at an earlier age, children and teenagers are being exposed to environments and issues that can have a great impact on their developing brains. On top of that, the recent COVID-19 pandemic limited children’s ability to experience many of the valuable life experiences that strengthen one’s mental fortitude. Families also made significantly less money during the pandemic which saw more children growing up in poverty, with more health issues, and fewer solutions.

Exhibit 58 Global Teenager Mental Wellness Market 2021–2027 (\$ billion)



As for adults, the figure is more than double that of teenagers with the global adult mental wellness market being valued at \$66.64 billion in 2021 and 2027 projections valued at \$100 billion dollars (*Projection Chart Below*)¹³. For many young adults, this is when they are the most independent they have ever been with new experiences in college, more rigorous coursework, more responsibilities, and fewer people to reach out to for help. One report states,

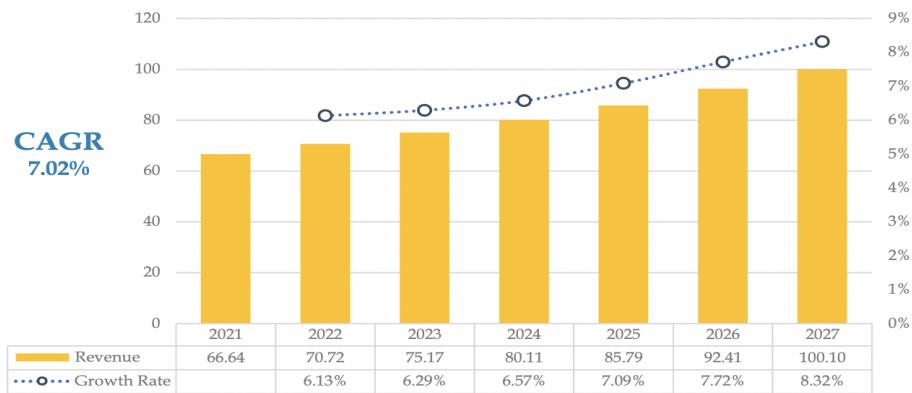
¹¹ <https://www.apa.org/monitor/2022/10/mental-health-campus-care>

¹² <https://www.apa.org/monitor/2022/10/mental-health-campus-care>

¹³ (refer to footnote 1)

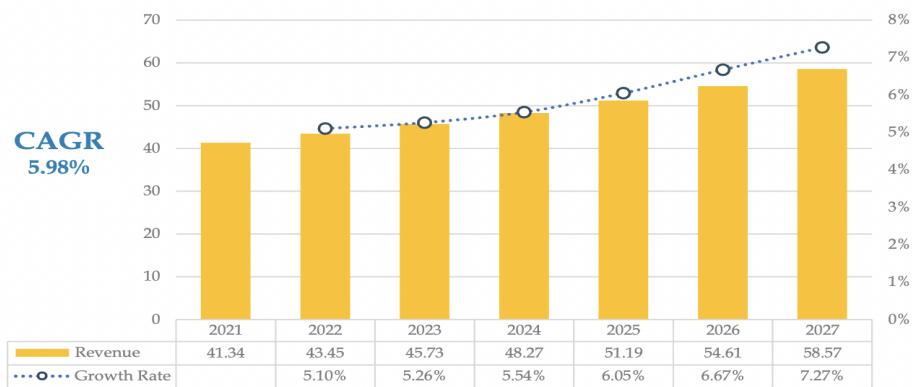
“Every year over **20%** of college students are diagnosed with mental health problems, with **40%** of those impacted by mental health problems getting undiagnosed and untreated”. College students also begin to experiment with substances and a significant amount experience substance abuse problems. Older adults experience an increase in mental health problems as their responsibility and risk increase for them and their families. This part of an adult’s life is when they are expected to take care of their elderly parents as well as their kids if they have them.

Exhibit 56 Global Adults Mental Wellness Market 2021–2027 (\$ billion)



When it comes to the elderly their numbers are vastly increasing as well according to the WHO which states that the global population aged 65+ is expected to increase from 12% to 22% by 2050. Evidence shows that the global elderly mental wellness market reached \$41.34 billion in 2021 alone, with an expected surge of 5.98% over the next five years leading to a market valuation of \$58.57 billion by 2027 (*Projection Chart Below*). “According to the WHO, more than 20% of people aged 60 and above suffer from a neurological or mental disorder”.

Exhibit 57 Global Geriatric Mental Wellness Market 2021–2027 (\$ billion)

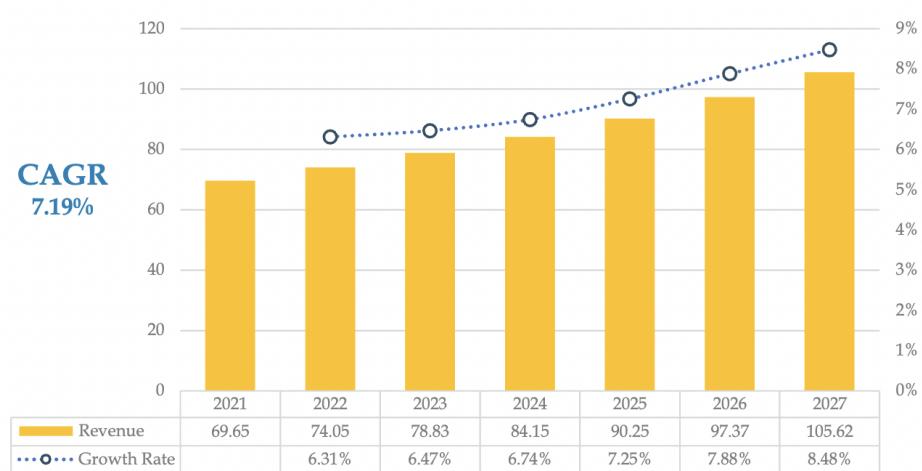


Market Segmentation By Geography:

The “Geography” market segmentation will be split into 3 sections: Europe, North America, and the United States. In 2021, the mental wellness market in North America was

valued at half of the total global mental wellness market at **\$69.65 billion¹⁴**. Projections for the market in North America have the revenue increasing by 7.91% to **\$105.62 billion** by 2027 (*Projection Chart Below*). The biggest factors in North America include an increase in health conditions impacting mental wellness, an increase in technology use, and an increase in poor diet and lifestyle practices.

Exhibit 61 Mental Wellness Market in North America 2021–2027 (\$ billion)



The mental wellness market in the United States grossed \$61.68 billion in 2021 alone. Over the next five years with a compound annual growth rate of 7.04%, this number is expected to reach \$92.78 billion by 2027 (*Projection Chart Below*). Our research has found that more than 2.5 million youths in the United States suffer from severe depression while about 10.6% of youth in America suffer from major depression which inhibits daily function. On top of that, nearly 50 million adults suffer from some sort of mental illness. The health care and insurance industry in the United States also lacks significant coverage and leaves many Americans uninsured. The growing population has not helped either as this has led to an increase in various diseases which negatively impact mental health.

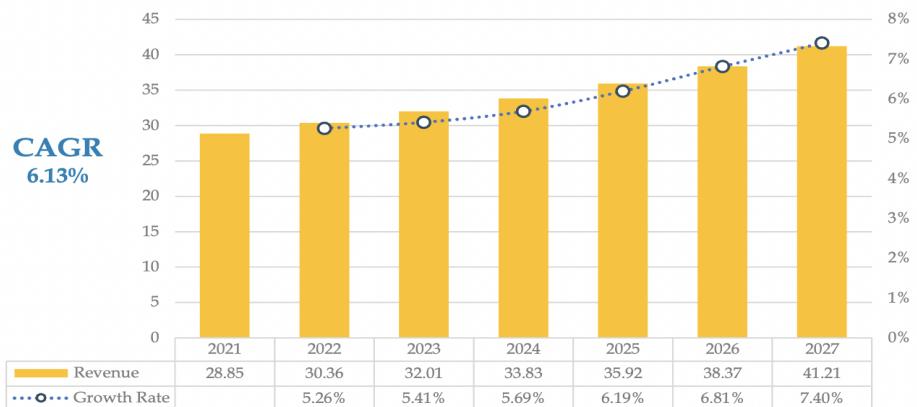
¹⁴ (refer to footnote 1)

Exhibit 63 Mental Wellness Market in US 2021–2027 (\$ billion)



The mental wellness market in Europe is the third largest market by continent at \$28.85 billion in 2021 with projected growth taking it to \$41.21 billion by 2027 (*Projection Chart Below*). While overall healthcare in Europe is more easily accessible, mental illness is also more prevalent due to several factors. An increase in immigration from countries experiencing conflict creates a socioeconomic divide as well as an influx of foreign illnesses. As the access to healthcare has raised the life expectancy in certain countries like the UK, it has also come with a higher healthcare cost and demand for healthcare services.¹⁵

Exhibit 73 Mental Wellness Market in Europe 2021–2027 (\$ billion)



Entry Points:

Based on the segmentation above, the specific market segment that represents our best point of entry is young adults, ages 18-25 years old attending universities in the United States. While our main focus will be on young adults, there is a significant crossover between mental illness experienced by young adults and older adults. According to the data shown earlier, this market segment also provides the greatest percentage of potential customers as the United States

¹⁵ (refer to footnote 1)

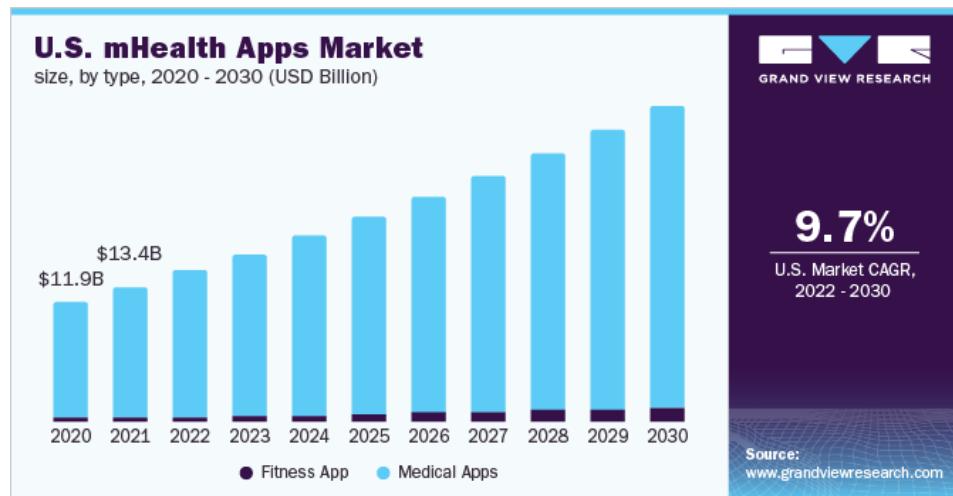
represented over 50% of the total global market, and adults represented just over 48% of the total global market. This combination comes out to roughly 24% of the entire global market valued at **\$138.55 billion** dollars. This leaves our entire market segment potential at **\$33.24 billion**.

While college students have access to school health resources, interviews with students attending different universities across the country have shown that these provided resources are not doing enough. These resources fail to present themselves to struggling students with mental health disorders. Despite the creative approaches that students, faculty, staff, and administrators are employing, students continue to struggle, and most of those doing this work agree that more support is still urgently needed. Our interviews have demonstrated that students would have a positive response to an app aimed at helping their mental ease. Future segments that could be entered include colleges on the west coast as well as the east coast of the United States.

Industry Analysis (app industry / health industry)

Industry Organization:

We will be competing in the Wellness application marketplace which is growing at a rapid pace today. Current wellness apps include features such as activity, health, clinic recommendations, and daily check-ins. Competitors in the market offer the ability to manage your mental health with ease in personalized applications. The market growth for healthcare applications is shown to grow exponentially through 2030 reported by Grandview research. Grandview research has shown we have seen a 9.7 percent compound annual growth rate in mental healthcare apps from 2020-2030.



Competitive Environment:

- Technology is becoming more relevant allowing healthcare to become more accessible
- EHR & EMR Software records provide up-to-date information on patients and medical history.
- Appointment apps have already been created to track and schedule appointments electronically even if the user forgets.

- “With a staggering growth of 35.18%, the mHealth app development services market is set to value \$230.33 billion by the end of 2029.”
- Prices to develop the first launch of WellnessLink are approximately \$30,000 - \$60,000
- It is important to note, the market is competitive for new entries given that it is over-saturated and big developers are already in the game.

Barriers To Entry:

A complex app with popular consumer features such as our wellness app will approximately cost \$25,000-\$60,000, this is a low investment with a great payoff opportunity for investors. Our app business right now is considered intellectual property and this will serve as our basis of ownership and value as the company grows. Right now on the Market, there are more than a couple of competitors aiming to accomplish our vision but these companies fail to achieve the main mission which is to improve the mental health of young college students by bringing awareness to the cause. What differentiates our company is our strategy and our team of content creators. The threat of new entrants in the marketplace who may be larger and better funded than our startup does not scare us away. We know our group of highly motivated founders, experienced app developers, and intelligent content creators will differentiate us from other companies attempting to enter the market.

Control:

Prices are established in our marketplace under the assumption that universities will only buy a number of units that covers 7.5% of their undergraduate student body. The \$50 price mark is only that high due to the assumption of only selling to a small fraction of the student body. If a university would buy an amount that would cover a larger fraction of its student body that \$50 price mark could be lowered. As our product gains popularity and more users the price per unit is expected to be lowered. As we lower our prices we hope to have universities incentives their students to use our product which allows more students to improve their mental health.

Competition:

Already existing competitors in this industry would be the market’s top-performing mental health apps such as Moodkit, Talkspace, and Headspace. Mental health apps aren’t designed to diagnose a condition or substitute care from a mental health professional, yet can still support your overall mental health. Apps are a convenient way to get extra support between therapy sessions or office visits, and offer continued support after graduating from therapy. The app Moodkit is best known for its ability to track moods, create positive thought patterns, and reduce stress, priced at \$6.99 on the App store. Another competitor, “Talkspace” is best known for its therapy practice. Talkspace is the most expensive option on this list, but it gives direct access to a mental health professional. It requires a subscription service with plans starting at \$69 per week within the application. Lastly, “Headspace” is best known for teaching its users how to

meditate, develop their concentration, and improve their sleeping patterns. This app runs at a price of \$12.99 per month or \$69.99 per year once again on the app store.¹⁶

WellnessLink has a strong vision of developing an app that incorporates the top features of the companies listed above. The apps “Moodkit”, “Talkspace” and “Headspace” all offer exciting features that could benefit the user’s mental health. The issue we saw from our surveys is the young adult’s willingness to pay. Working with subscription-based services can prove to be very complicated and time-consuming, our vision is to consolidate this into one application for the busy college student, as an inexpensive option that will only cost \$50 per unit annually. This cost will be built into the college student’s tuition and will appear to the consumer as a great payoff with very little cost.

Opportunity

- With clearly shown evidence, there is a need for our product at every University. According to our surveys, many students find it difficult to find the right health care when coming to school, especially from out of state.
- It is true that oftentimes the school health center is overcrowded, difficult to get appointments, and uncomfortable to attend for most students.
- Our entry point focuses on students which not a lot of companies have successfully completed.
- WellnessLink will mediate outside health care services between the students and the school to deliver a faster and more effective mental health counseling process.
- By partnering with universities across the nation students will get the care they need while the university is able to perform more efficiently.

¹⁶ <https://www.healthline.com/health/mental-health/mental-health-apps#our-picks>

Research Synthesis

Industry Expert and Customer Interviews:

Target Interviewees:

- College students: Why they would be willing to seek medical attention
- Health Professional: What they go through on a daily basis with their patients
- Worker at Wardenburg: Common reasons for a visit
- Physician: Injuries college students deal with
- Software Developer: What is needed to start an app?

Student Interview Questions:

1. What's your name, age, year in college, and major/minor?
2. Tell me a story about the last time you felt unwell or not 100% (1)
 - a. What was the hardest part about that?
 - b. Why was it hard?
 - c. How did you solve it?
 - d. How was that not ideal?
 - e. How would you solve it now?
 - f. How would that not be ideal?
3. Tell me about another recent time you were sick/hurt/ or just not 100% (2)
 - a. Same questions as for the first one
4. Now, tell me about one more time when you recently felt unwell
 - a. Same questions as above
5. Tell me about a time you have recently been to Wardenburg health center.
 - a. What was your experience like?
6. What about these problems you have just stated is the most compelling to you?
7. How much would you pay (if any) for an app or service that would help this problem?
 - a. What is a tradeoff they would make for buying the product?
 - b. Why would you not buy this product?

Interviewees:

We interviewed numerous students across campus to learn about experiences seeking physical and mental healthcare while in college.

Industry Interviews:

We plan to interview three people who are in the industry related to our product. Professionals that work at the CU health center, Wardenburg, and another physician off campus to see what kind of problems they see in students. We also plan to interview a professional in software development to see what issues would arise while developing this app.

A worker at Wardenburg:

1. What is your name, age, title & experience at Wardenburg?
2. Tell me about a recent time when you had a college student come in with a problem?
 - a. What was their issue?
 - b. Was it a one-time issue or a recurring issue?
 - c. Was there any issue of neglect?
 - i. Did the neglect lead to the problem getting worse?
3. What do you notice about college students when they come in for help?
 - a. Specifically, what emotions are the students displaying?
4. What have you found to be the most common issues students face that come in?
5. What do you think would benefit students the most?
6. TELL THEM ABOUT IDEA
7. Do you recognize the problem and how our product solves it?
8. Are the features compelling?
9. Are the benefits meaningful and motivational?
10. Is there anything you would change?
 - a. Anything you would not change?
11. Is there anything else you would like to add?

Physician:

1. What is your name, age, title & experience?
2. Tell me about a recent time when you had a college student come in with a problem?
 - a. What was their issue?
 - b. Was it a one-time issue or a recurring issue?
 - c. Was there any issue of neglect?
 - i. Did the neglect lead to the problem getting worse?
3. What do you notice about college students when they come in for help?
 - a. Specifically, what emotions are the students displaying?
4. What have you found to be the most common issues students face that come in?
5. What do you think would benefit students the most?
6. TELL THEM ABOUT THE IDEA
 - a.
7. Do you recognize the problem and how our product solves it?
8. Are the features compelling?
9. Are the benefits meaningful and motivational?
10. Is there anything you would change?
 - a. Anything you would not change?
11. Is there anything else you would like to add?

Software Developer:

1. What is your name, age, Job Position & experience with software/app development
2. What are the basics required to create an application?
3. What are the average costs associated?
4. What do you think are the biggest reasons for an application to partner with another company?
5. Why would you not partner with another company?
6. What are the key aspects to think about when it comes to patents/copyrights/trademarks?
 - a. What would you patent/copyright/trademark?
 - b. What would you not?
7. What are the differences between getting an app on the google play store vs the apple store?
8. What steps would you take, step by step, in creating an app startup?
9. Is there anything else you would like to add?
10. What platform will you run the apps
11. What are the tools that your apps will use?

Customer Survey

Survey Link: [**CU Wellness App Survey**](#)

Survey Questions:

1. What's your major?
2. Have you sought out care for either mental or physical health while you have been in College?
3. What was your biggest challenge in seeking this care?
4. What are your thoughts on Campus provided wellness services?
5. Have you ever had something get worse that you did not take care of regarding your health?
 - a. What stopped you from initially seeking care?
 - b. What did you do when you realized the said problem got worse?
 - c. Did you seek help from the school? Family? Or figure it out on your own
6. Do you know someone who struggled with health in college?
 - a. If so how many people
7. Have you had trouble figuring out insurance in the past?
8. Have you had trouble taking care of your everyday health while in college because of your coursework or lifestyle?
9. How do academics affect you right now? Are you feeling stressed out because of the workload?

Survey results:

Do you have a job? If so how many hours?
13 responses

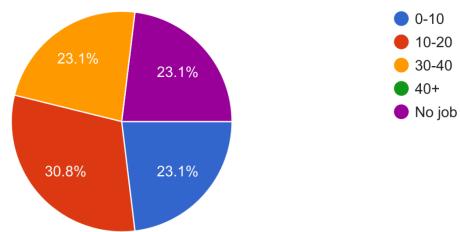


Figure 1: Above shows how many respondents said they had a job while in college.

Have you sought out care for either mental or physical health while you have been in College?
13 responses

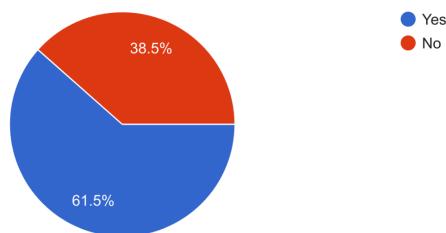


Figure 2: Above shows the percentages of respondents who have sought help while in College.

Have you ever neglected to take care of a PHYSICAL HEALTH problem?
13 responses

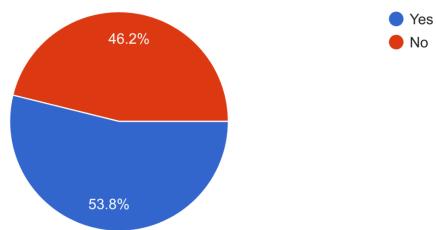


Figure 3: Above shows the percentages of respondents who neglected a Physical Health problem

Have you ever neglected to take care of a PHYSICAL HEALTH problem?

13 responses

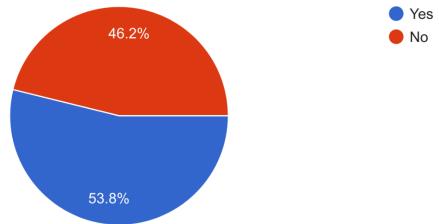


Figure 4: The figure above shows the percentage of respondents who admitted to neglecting a physical health problem.

Has that neglect led to the PHYSICAL HEALTH problem getting worse?

13 responses

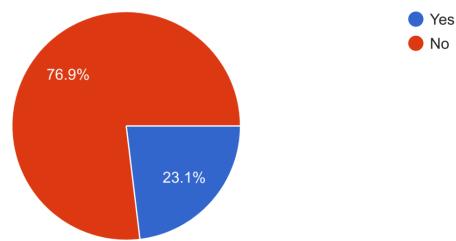


Figure 5: This shows the percentage of respondents that neglected health and had it get worse.

Have you ever neglected to take care of a MENTAL HEALTH problem?

13 responses

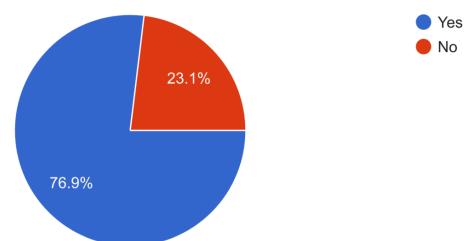


Figure 6: Above shows the percentage of respondents who admitted to neglecting a mental health problem.

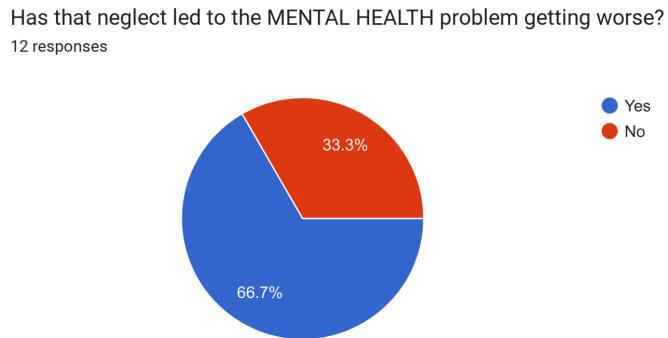


Figure 7: Above shows the percentage of respondents who admitted to neglecting a mental health problem and had it get worse.

Summary of findings from Primary Research:

What people liked about the concept:

- Students liked the idea of having accessible resources that would help alleviate the stressful check-in process from the health center. Ease of use, affordability, and availability to meet with medical professionals are all features people would like the product to have.
- A user-friendly app would make students feel better about addressing their declining physical and/or mental health situations.
- If a student is having any doubts about their physical or mental health, they like the idea of having an app that's designed to increase and monitor overall well-being.

Suggestions to improve the product/service:

- A suggestion we have received is to make this service a built-in cost for CU students with their tuition plans. Students mentioned they would not purchase this product on the app store because they believe the school should subsidize this service as it protects students' mental well being which affects how they perform academically.

Viability:

- This app would be able to work successfully with the school health center by gaining input from their website and workers who see repeat problems that students face.
- Many of our students believed that a weekly or monthly check-in on the phone would make them feel more comfortable and confident sharing their own progress with medical professionals who are looking to improve student life here at CU.
- The feature of having a map of nearby health facilities other than the school-provided ones would also allow students to feel more confident about getting quality health care.

Risks and Concerns:

- Concerns included how we would suggest doctors that are most reliable in the University area and how we would potentially suggest different treatments to students using our app.

Additional Comments and Suggestions:

- Additional comments added that students would be willing to pay more for the app if it proved to give them better suggestions and easier sign-up solutions, as it can often be difficult to get scheduled with the campus.
- Suggestions include that our app is tailored to campuses across the country to meet their medical needs.
- Students also thought it would be nice to include a reward system for using the App, gift cards could be an incentive for users to spread the news of the app while sharing how it has impacted their overall well-being.

Secondary Research:

Likeliness of seeking help:

https://www.researchgate.net/profile/Paige-Reohr-2/publication/328033404_Stress_Mental_Health_Symptoms_and_Help-Seeking_in_College_Students/links/5c741123299bf1268d2593bb/Stress-Mental-Health-Symptoms-and-Help-Seeking-in-College-Students.pdf

Habits and lifestyles affect of health in college students:

<https://www.tandfonline.com/doi/full/10.1080/19325037.2015.1111173>

Managing Stress and Mental wellbeing:

<https://reports-mintel-com.colorado.idm.oclc.org/display/1122233/?fromSearch=%3Ffreetext%3Dmental%2520health%2520app%26resultPosition%3D4>

Student Lifestyles:

<https://reports-mintel-com.colorado.idm.oclc.org/display/1128355/?fromSearch=%3Ffreetext%3Dcollege%2520health%26resultPosition%3D2>

Summary of Research:

Do college students struggle to take care of their health?

- Many students said that they personally struggled seeking healthcare during the semester
- There would be many instances where students would get sick and be unable to attend their classes because they were waiting for their appointments at the school health center.
- In the instance that students were struggling with mental health many said that time management was the main reason for them seeking help
- 62.5% of these students said that neglecting their health problems lead to them getting worse.
- Help-seeking behavior from the Portland VA Research center shows that 16% of males and 37.5% of females seek health care related to mental health.

Would Students benefit from an app that helps them with healthcare?

- Many of our survey respondents stated that they had trouble dealing with insurance while in college.
- Some students fell behind in their classes because they had to stay home and wait to get antibiotics from a medical professional at the school health center.

- Students are more likely to seek health care if they are suggested somewhere they know will actually help them.
- A smoother healthcare system for college students would reduce a great deal of stress in their lives and overall improve their well-being.

What obstacles have students encountered while seeking healthcare?

- Students in our survey revealed these obstacles:
 - Embarrassment
 - Insurance issues
 - Procrastination
 - Opportunity cost of time

Do many students struggle with mental health?

- From our survey we learned that yes many students struggle with mental health, as 66.7% revealed they know 10+ people that have experienced mental health issues.
- Nearly half the students said that they had a difficult time finding a solution, or never did, resulting in it getting worse.
- Many students went through the struggle of finding the right person to turn to.
- The most common mental health issue found in college students is anxiety.

Marketing Plan

Customer Research

Primary research conducted with students from 5 campuses across the country shows a definitive need for a phone application to help with the current epidemic of mental health issues among college students. Our analysis summary shows that 92% of students have had complications with work or daily life due to depression or anxiety, however, only 20% attempted to reach out for help from university-provided health facilities. After interviewing current students nearly 95% percent stated that they think a mental health application would improve the livelihood on campus.

At the same time, our competition in the phone application market is relatively low or at least the customer knowledge of it is low. 36% of students are aware of a phone application that helps with mental health, while only 12.5% have ever used one. The majority of input on price was 33% of students who said they would only get the app if it was free. The second most popular price ranged from \$2.00 to \$3.00 dollars. The reasoning behind why they would only download a free application is that many college students consider themselves “broke” or even just consider mental health to be “too significant an issue to be costing money”. Overall our data analysts found promising support for our mental health phone application as the speed and reliability of a phone application would help with college student lifestyles. On top of that, while there is limited knowledge of competitors in healthcare in smartphone technology among college students, there is even more limited use of those technologies providing us a great opportunity to grow.

Primary research conducted with students from 5 campuses across the country shows a definitive need for a phone application to help the current epidemic of mental health issues among college students.

Even though 92% of students have suffered mental health issues while in college and believe a mental health app would be helpful, only 12% have ever used one. Awareness and cost are major barriers, both of which we will attempt to solve through WellnessLink’s accessibility to resources.

Visuals For our survey results can be seen in Appendix ##### (marketing)

Target Customer Strategy

Our target is college students who are experiencing struggles with their mental health. WellnessLink is an app that helps you explore your options and can connect you to services to improve your overall Well-being.

College students are busy and overworked individuals who find it difficult to fit in the time for personal development, mindfulness practice, or even seeking out assistance with a mentor or wellness counselor.

Oftentimes these students don't believe in seeking out help because they either don't have the time or know which resources are available to them. A recent study from the University of Virginia said, "Counseling centers have seen extraordinary increases in demand over the past decade," said Michael Gerard Mason, Ph.D., associate dean of African American Affairs at the University of Virginia (UVA) and a longtime college counselor. "[At UVA], our counseling staff has almost tripled in size, but even if we continue hiring, I don't think we could ever staff our way out of this challenge." Our app will be available to all students attending the university as a cost added into their health fee.

The University of Colorado would be our first university to introduce this product into the education industry. The University of Colorado is a flagship campus established on March 14, 1876, and is a Public research university that has approximately 38,000 students and \$2.13 billion in financial endowment. Buying decisions for student health organizations are made when the client determines whether or not it would benefit their students given they had not been given access to the healthcare app service, WellnessLink. We will be selling directly to the schools as part of their tuition using a B2B model. An increase in students' mental health will help the retention rate of students attending the university. WellnessLink's technical support and customer service will differentiate itself from other competitors on the market making it easier for students to interact with and problem-solve more efficiently.

We will have a free trial which the Students can use to test out our app to see what things they like or don't like so that we can make the adjustment before we actually launch the app. It will be based on CU boulder at first so then we can have the feedback on the student in order to get the information about how the price will be for the student and fit for the school. The Price will be on the student portal too. Our target customers can find more information about our app on our website which we will promote through Google searches as well as through social media platforms such as Instagram, Facebook, Snapchat, and TikTok. Currently, customers perceive Mindfulness and therapy apps on the app store right now and struggle because these apps have pricey subscriptions and limited features for users who want to explore the apps freely. WellnessLink will be appealing to the new user because the app will appear as a free service when it is calculated in a college tuition budget.

The target customer needs to believe that this app will guide those who are struggling with mental health concerns, to safe and reliable professionals who will look out in their best interest to make sure they are receiving the proper care and attention they deserve. We want people to think of our platform as a way to improve their life. We hope to spread the general

improvement of mental well-being as well as the importance of mental well-being and that is what our app will bring to the world.

Channel Strategy

As a result of our sufficient fundraising capabilities, we will reach out to customers via online networks, social media, and Google Analytics. Our focus will be on the online marketplace and app store. Initially, we will use the school's website and advertising to reach out to our customers, who are students. We will also gather feedback from students so we can further improve our app. We also will use something called google analytics to learn more about the user behaviors and how many times they access the apps and how many words they search in order to get to our apps. We will also consider more about the multi-channel strategy when we have enough users at Cu Boulder. We are thinking about expanding it to other universities by using auctions.

We will have the dataset we collected from CU Boulder to show to other universities to see the effectiveness of the app to the students so we can expand it to other universities.

A second channel we could use is TV infomercials. However, we want it to be a different platform such as Tik Tok or Instagram so that the students become more familiar with our apps and how to use them.

We will have our main focus be the online marketplace because we will have most of our time creating the app, maintaining a good database, and also having a new feature every three months.

Positioning

Oftentimes when mental health is brought up to most people the conversation on it seems too intense to handle. We want people to think of our platform as a way to improve their life, not to be intimidated by what society has made it. Obviously, we would like to prevent the loss of life but that is not our purpose. We hope to spread the general improvement of mental well-being as well as the importance of mental well-being. Mental health is difficult because it is so abstract, subjective, and vague. Usually, the only thing that others can see about an individual's struggles with mental health is its effects. We are not targeting people with already known mental health issues or people who have already sought help as these people have overcome the barrier to seeking mental health care. We are targeting people who desire help or assistance in improving their mental health. Many people do not ever try to open up about their mental health because they might think their friends or family think they are suicidal or will do something else crazy. We hope to break the stigma that opening up about mental health doesn't mean something is wrong with you.

We do not want to have our company be seen as a suicide prevention program. Suicide has two sides to it: the mental state and problems the person was experiencing and the actual

impulse. This is why suicide prevention programs are something like a phone number. This is to prevent the actual impulse of suicide. Our goal is to focus on changing the course of someone's life before they even get that far. Stating that our goal is to prevent suicide may scare away people because they think they don't belong with us. We market ourselves to the average college student with no known history of mental health issues. We wish to offer confidential assistance to people who are hiding the struggles inside their head.

Positioning Statement:

For college students who may or may not be experiencing struggles with their mental health and would like to improve their mental health, WellnessLink is an app that helps you explore your options and can connect you to services. Unlike many apps that just track your mood or give you tips to improve your mental health, our product actually connects you with options and opportunities to improve your life.

Branding Strategy-



WellnessLink is the link from universities to students providing them with easily accessible alternatives for mind and health facilities around the school. We are hands-on, easy to navigate, and confidential, ultimately avoiding the stress of on-campus facilities. WellnessLink is a simple app giving you suggestions for possible facilities nearby or the option to search for specifics. We give our users the comfort of searching from the tip of their fingers and confidence that there are other options for help. We are supporting mental health for students that may otherwise feel like they do not know where to start.

Pricing Strategy

Currently our plan is to partner with a university and have this be part of their tuition. We would likely wholesale our product to a single university which would then offer our product to all of their students. The university would pay for our service on an annual basis. The price of the university would be evaluated each year to account for our variable costs. These costs would include overhead, running servers, and paying our employees. We want the product to appear free to students to make them as likely as possible to use our app. We would consider our product a failure if a student had to directly purchase our product.

Our pricing strategy would appear very similar to our competitors because this product is a free app that can be downloaded anywhere. The main difference is that most apps that are similar to our product are free but make their money off selling the data from their users or advertisements. We want people to think our goal is promoting the importance of mental health not making money off of individual users. This is why we offer this through the university. We want our app to appear completely free to students.

Go-To-Market Strategy

In our Go-To-Market strategy, we will focus on B2B- Direct to Business. Our clients will be Universities across the nation, focusing on the University of Colorado at Boulder initially. The University of Colorado will be our entry to the market bringing awareness to the application. By selling straight to Universities we can both benefit and help the overall health of campuses across the nation. Starting with the University of Colorado we will be able to improve the app before expanding to the rest of Colorado and eventually to the West. After Cu Boulder, we planned to grow at other universities around Colorado first then we will go to other universities in Texas. We will have the data set that shows before and after using our wellness app to show that when students are using the app they have more sleep, they are less stressed and the most important thing is that the dropout rate drops when using our apps. We also will have some livestream about students that actually use our app and make good progress in their academics and their daily life. Our most priority is going to be the student and their well-being. so then we will also have a three-month trial and use the data we get from CU boulder in order to get student intention.

The second step that we will use is PPC in Google to measure the effectiveness of our awareness campaign and what keywords are the first search for wellness apps, in order to get more attention from the students and school faculty. We are spending 8% of our profit on affiliate marketing and 5% on the PPC to google. We think that google is more effective when it comes to searching for wellness apps and if we are getting more attention from the student and what kind of keywords they are using to search for the wellness app. We will generate from 20% to 30% through the PPC to Google and Affiliate marketing. As for social media, boosted ads will be pushed through Instagram, Facebook, Snapchat, and TikTok in and around the school's community. These are some of the steps we plan to take to promote WellnessLink to our first ever community.



Operations Plan

Sources of information

- Supply chain analysis (get help from the Leeds Library)
- Interviews with industry experts, process and production engineers, and civil engineers
- Thomas Registry of Industrial Suppliers (thomasnet.com)
- Alibaba.com for parts prices
- Industry trade publications

Introduction

Our process will include developing an application by outsourcing the program development and setting up a server. Being applied to both IOS and Android platforms it will give all users access. We will win market space because our application is strictly for the use of students at universities or colleges where the school lacks to provide mental health options for their students. With our app being included within the students' tuition there will not be any worry about monthly payments or subscriptions for signing up.

Operations Strategy

Operations adds value to customers in our target market because the app is designed simply and is offered to the student firsthand to be used in the easiest way. It is timeless compared to other applications because there will always be a need for our app as college is a stressful time. Since our target markets are centralized around campuses we have a smaller focus rather than providing for an entire country. With a more specific target market, we can also tailor the app to meet the needs of the students with high-functioning ease-of-use features. WellnessLink beats out other competitors by going to the school presenting the struggling mental health problems the students are going through and providing a solution with an app developed with expert research and development. Subsidizing the app cost from the perspective of the students the app is free and this will make the students more willing to download it. Our competitive edge is that we are all young college students, more specifically the exact age of our target market. This gives us more insight into what exactly we want to see from the app and how we want that information to be presented Once for young adults.

Scope of Operations (2) - Service Companies

App Development

WellnessLink will use geolocation and location tracking to make sure it's presenting the most accurate information in the area when the student is in need of a particular resource in their college town. This is a Basic application that will approximately cost \$70,000 and will take 6-10 months to fully develop. Our goal is to have the app on both the App store and Google Play store to make it as accessible for students as possible.



Testing & Launch

Our testing strategy includes launching a beta version of the app for students to test and provide feedback. This will be a crucial part of our operations because it will tell us exactly what the students would like to see the most from our service. We estimate that testing will last for 2-3 months and then WellnessLink will be fully released on all platforms.

General Headquarters

Headquarters will be in Denver, CO and there will be a call and information line for our customers and users to answer any questions or concerns that they may have.

Data Management

There will be two databases, one for the users (i.e., the students) and one for the business (i.e., psychologists, mental health clinics) they connect with. The user database will have tables for CustomerID and will record the names, ages, and email addresses of every user. The business database will have tables for BusinessID and will record the business name, location, specialties,

and ratings. The rating section will be connected to each user account that posts a rating so that users will be able to see if a student like them has rated the business.

Cybersecurity

For data warehousing we will use ETL Software with AWS Glue which will allow us to easily explore and prepare data which we can then send to our data warehouse where we can analyze it and do high-performance reporting. For disaster recovery, we will use Cloud DR or Cloud Disaster Recovery which ranges from file backup in the cloud to a full replication of all data on the cloud. For our security plan, we will need to hire a security team that assesses current risks as well as current safeguards the app contains and then continuously manages it.

User Feedback

We will be able to see direct activity on the app whether the user logs in, scrolls for a few seconds, or if they successfully book an appointment with a local care provider and fully engage with the other features. Tracking this will allow us to use data so that we can make updates that best suit users.

Contact and Support

There will be a customer service tab at the bottom of the application that will allow users to connect with a bot chat before being sent to a live person on the phone or via a live chat service. The initial bot chat will allow us to gather key information as to what the user is having problems with so they can be sent to the right helpline. When we first start up we will only have one direct group dealing with customer service but as the company grows we will spread out the customer service help to three different areas: Login/password recovery, locating a correct business, and others.

Upselling Opportunities

Upselling opportunities will be focused on the colleges/universities we sell to rather than the users themselves. This upselling will not initially be a feature provided but will eventually be implemented once we gain enough traction. We intend to upsell to colleges/universities depending on the size of their student body. Smaller universities will be able to purchase the service at a regular price while larger universities will have to pay a premium depending on the size. The size will be determined by 10,000. Thus, schools with a student population under 10,000 will be able to purchase at regular price, schools with a student population of 10,000-20,000 will have to pay the minimum premium, schools with a student population of 20,000-30,000 will have to pay the middle premium, and schools with 30,000+ students will pay the maximum premium. This increase in revenue will also help with server, database, and maintenance costs as more users require more servers, larger databases, and an increased likelihood of error. We will be implementing a notification that, when users allow push notifications on their phone, will ping the user's phone every week and check in with how they

are feeling. If any user has not used our phone application recently, this ping notification will allow them to check in to the app and make sure that mental health is doing well and that nothing has declined further. This is just one of our Re-Engagement strategies that we are excited to implement.

Research, Development, and Engineering

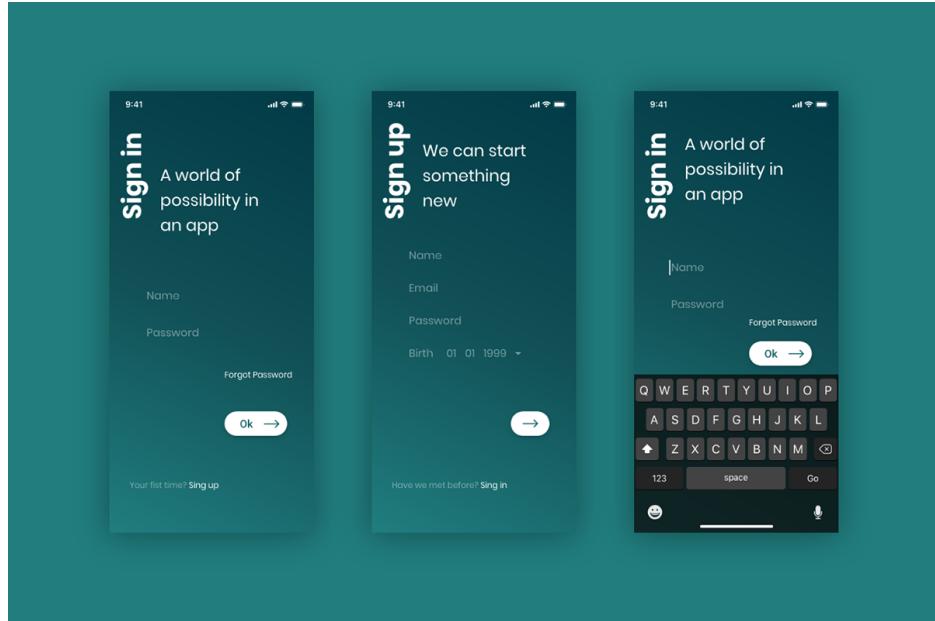
Our app is currently in the beginning stages of development, this includes a login page and simple home page design listing options to select other pages within the app. Once we hire an app development engineer and comb through the details of what this app includes it will take between 4 to 6 months to develop. After the development of the app, a series of beta versions are set to be released for a month to two months so that we can collect data on how the app is working and what needs to be improved.

Costs and Expenditures

The main costs of our application will come from the development which ranges from 30,000 to 50,000 thousand dollars. Other costs will include the maintenance of the app from the app developer which will cost around 100,000 per year. A small team may be needed to ensure that the app is performing correctly and customers are satisfied. It will be beneficial to have the school set up posters and flyers in high-traffic areas so that students are constantly reminded of our application.

Development Plan

Our service provides an easier and more convenient substitute to what the school already provides for mental health. Our research suggests more than half of the students say they deal with some type of mental health but rarely do anything about it because it is inconvenient or uncomfortable for them. Creating awareness through each university about our app allows students to access the mental health resources they need. We will do this by hanging posters, flyers banners throughout the school ramping up in the beginning as students join campus. We will do this again towards the middle of the semester as people are entering midterms to remind them of opportunities in such stressful times, including mental health day. Monthly reminders are sent out to students in their school emails provided by the school. Hiring a development team will be our first step in the process of our application which will be paid for through investors and other fundraisers. Once the app is developed, benchmarks for the development will be set over four to six months. Once the app is developed beta versions will be sent out for students to test and give us feedback on how the app is performing overall. Lastly, we will present the final service to schools looking for partnerships to launch at their colleges. Managing the final product will include a management team that maintains and updates the app, helps with customer service, and oversees marketing strategy as they are implemented throughout the year.



Development/Launch Strategy

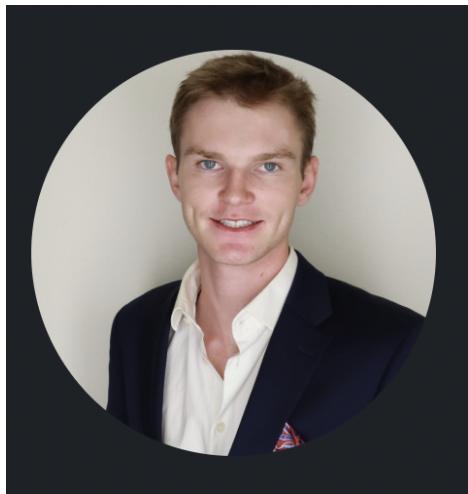
A successful development team will design the app into our vision to aid students across the country. Once we partner with large universities to gain more awareness of our mission. Coming into the beginning months of school, we will introduce this new service on campus offering incentives to users who interact with us. By building a following of students who perceive us as a good company we will have more support from the student population and get better users once we make this available. Using representatives at different schools for their welcome weeks promoting the application, handing out flyers, hanging up posters, and setting up informational booths. With our app giving students more confidence they will be able to perform better in school and improve their overall well-being, WellnessLink is a strong community that every University in the country should want to be a part of.

1. Developing the app
2. Extensive research for which features to include to improve student health
 - a. Contract out a psychologist for 10 hours a week to aid in continuous research
3. Hire a reliable and smart developer.
4. We plan to outsource our developing work to minimize fixed costs and avoid any maintenance issues with the servers as we expand our operations
5. Launch Beta versions for user feedback.

6. Trials will begin with social clubs at the school to promote and spread awareness of student health and our service.
7. Final version will be released to the public.
8. Partnering with Universities, beginning with the University of Colorado Boulder (Maximum premium fee)
9. Get at least 50% of the students at the University to download the app, set up their profiles, and engage with the app at least once a week. (Goal: +15,000 students)
10. Make WellnessLink available to all major Universities in Colorado, including Colorado State University, the University of Denver, Colorado Mesa University, Metropolitan State University, and the University of Northern Colorado.
11. Track app usage is continuously growing each year at the major Colorado Universities so that we know we're keeping our users and customers satisfied with our resources.

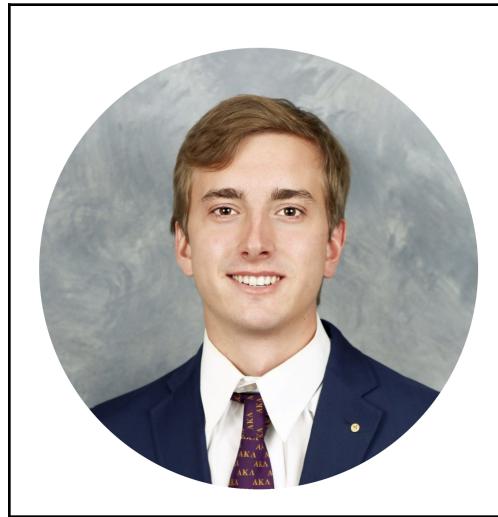
Management Plan:

The management team at WellnessLink is composed of 5 student founders who all have an understanding and passion for mental wellness. Two of the founders, Zane Bjornerud and Khoi Phan, are majoring in Computer Science which has aided in the production of the application. Another founder, Mason Stinson-Williams, is majoring in advertising and public relations and has been a crucial member of our marketing team. Our final two founders, Jeff Miller and Sam Abrashoff, are majoring in Chemical Engineering and Economics respectively, and their technical analysis has proved essential for our financial sheets. As students in university, all of our founders have in-depth knowledge and experience on the mental strain that many students encounter. As a founding team, we do have a lack of experience with corporate law and psychology, but we will try to add more resources and tools for the apps for every new update. We believe that better physical health means better mental health. For the next two, we expect to make an expansion after one year of fully functioning at CU Boulder. We plan to expand our app throughout Colorado gaining more users. We will use the data that we have collected from CU Boulder as our demo for the other universities to see the progress that we have made from their students using our application.



Zane Bjornerud: CEO

- Computer Science major, Business minor
- Passion for software development, healthcare
- Relevant courses: Intro to Software Development, Algorithms



Jeff Miller: CFO

- Chemical Engineering Major, Business Minor
- Passion for Chemical Based Processes and Outdoors
- Relevant courses: Kinetics, Separations, Design Synthesis, Organic Chemistry, Business Analytics



Mason Stinson-Williams: CMO

- APRD Major, Business Minor
- Creating innovative ideas that improve society
- Relevant Courses: Analysis in Business, Research Methods, Marketing



Khoi Phan: CSO

- Computer Science, Business minor
- Passion in data mining, data analytics
- Relative course: Data science, data mining



Sam Abrashoff: COO

- Economics major, Business minor
- Passion for the outdoors, creating a sustainable future, as well as Mental Health
- Relevant courses: Business Leadership, Natural Resource Economics, Economics of Inequality and Discrimination.

Neuroscience at the University of Colorado Boulder.

Board of Advisors:



Matt Motsick: CEO of Rippey.AI, a robotic automation logistics company and 3-time tech startup founder based out of Louisville, Colorado.



Anthony Salazar: Assistant Vice President of Engagement at the University of Colorado Boulder.



Sona Dimidjian, Ph.D.: Director of the Renée Crown Wellness Institute and Professor in the Department of Psychology and

Corporate Social Responsibility:

The whole purpose of our application is to improve the mental health of college students. The outcomes that could come with this that could be measurable are dropout and finish rate of college students who use our app. Our sustainability sources are from creating a healthier campus life across the country. Our mission is to lower the dropout rate of college students. We will have the tools to improve the student's mental health and many things involved in a healthy schedule. Supporting a healthier mind and body allows students to perform better in classes and everyday events bettering themselves for the future. We also will have a support section to help the student figure out what are their problems and how they can help the student in order to lower their stress levels. Because we are making an app we will not have a supplier. We will focus on a small team of developers, customer support, and a sales team. For the employees, we will have employee benefits such as gym memberships, healthcare, and a yearly team-building event. Bonuses will be implemented based on performance and at the end of the year. For the customers, we will have a provide feedback section that will improve our application to give them the best possible product.

We will be sustainable by improving students' mental health, ultimately reducing the dropout rate, specifically for students in the first year, who are seen to have the highest dropout rate. Improving the social environment of students to propel them forward in their future. Working with mental health can come with a variety of causes. From helping those that deal with depression and anxiety, to others looking for a healthy way to take a mental break. Healthy habits will provide students with a healthier lifestyle such as better sleep, better nutrition, and better mental health. A short-term way to measure this is to survey the students who use our app. A monthly survey of how our app is working for its customers will give us useful data for how it is working. A long-term way to measure the success of our app is to compare the finish rate that students complete their classes each semester. We will also have a measurement of students before and after using the apps to show how much progress the students have made from using the app.

Financial Plan

Key Drivers:

The sole source of revenue comes directly from universities that purchase the product. A key part of securing this revenue is convincing enough universities to purchase the product. Another key driver is making sure that universities continue to purchase the product after the first year. Maintaining and updating the app is key to making sure universities continue to purchase the product.

Gross Profit Margin:

Gross profit margin is 97% for each year. The high-profit margin is due to the fact that this company's revenue is driven by the sale of an app. Apps have high development costs but very low costs in comparison to keeping the app running.

Large Operating Expenses:

The largest operating expense is the salaries that are employed to keep the company running. The second would be the cost of marketing followed by engineering costs to keep the app running.

The Large Operating Expenses are as followed

- Initial Engineering:
 - The total engineering cost to develop the app totals \$85k
- Salaries and compensation:
 - The first year salaries and compensation totals to \$700k the first year, \$1M the second year, \$1.57M the third year, \$2.2M the fourth year and \$3M the fifth year.

Customer Acquisition Costs (CACs):

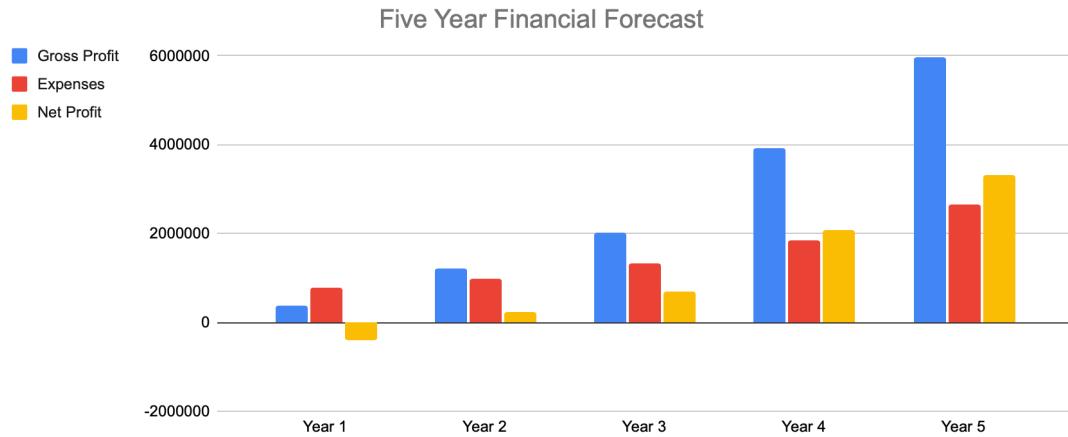
The Customer acquisition cost is at \$2.05 for the first year but quickly decreases each subsequent year. The CAC for the second year is \$0.75, \$0.50 for the third year, \$0.34, and \$0.23 for the fifth year.

Financial Projections:

P&L	Year 1	Year 2	Year 3	Year 4	Year 5
DTC Revenue	\$200,000	\$550,000	\$1,710,000	\$3,375,000	\$6,320,000
Retail Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$200,000	\$550,000	\$1,710,000	\$3,375,000	\$6,320,000
COGS	\$6,000	\$16,500	\$57,000	\$112,500	\$237,000

Gross Profit	\$194,000	\$533,500	\$1,653,000	\$3,262,500	\$6,083,000
<i>Gross Profit %</i>	97.0%	97.0%	96.7%	96.7%	96.3%
Fixed Expenses					
Salaries and Compensation	\$700,601	\$1,050,902	\$1,576,353	\$2,206,894	\$2,758,618
Marketing	\$16,000	\$17,800	\$20,140	\$23,182	\$117,137
Engineering	\$30,000	\$20,000	\$15,000	\$10,000	\$10,000
G&A					
Legal	\$12,000	\$20,000	\$25,000	\$33,000	\$50,000
Accounting	\$9,000	\$15,000	\$25,000	\$40,000	\$60,000
Rent	\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
Total Fixed Expenses	\$772,401	\$1,128,646	\$1,666,585	\$2,318,321	\$3,001,157
Net Profit Before Tax (EBIT)	-\$595,601	-\$595,146	-\$13,585	\$944,179	\$3,081,843
<i>Profit %</i>	-297.8%	-108.2%	-0.8%	28.0%	48.8%
Tax	\$0	\$0	\$0	\$144,459	\$471,522
Net Profit After Tax	-\$595,601	-\$595,146	-\$13,585	\$799,719	\$2,610,321
After Tax Profit %	-297.8%	-108.2%	-0.8%	23.7%	41.3%

Five Year Financial Forecast:



Cash Flow:

Cash Flow					
Profit	-\$595,601	-\$595,146	-\$13,585	\$944,179	\$3,081,843
Plus- Non cash expenses	\$1,200	\$0	\$0	\$0	\$0
Plus- Financing	\$675,000	\$600,000	\$0	\$0	\$0
Less- Capital Outlays	\$11,840	\$0	\$0	\$0	\$0
Net Cash Flow	\$68,759	\$4,854	-\$13,585	\$944,179	\$3,081,843

Funding:

To get this company going a total initial investment of \$1.275M will be required. In the first year, we plan to raise \$675k from angel investors. In the second year we plan to secure an additional \$600k from venture capitalists

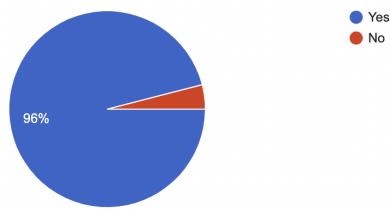
Appendices:

Appendix A (Customer Research):

Customer Research:

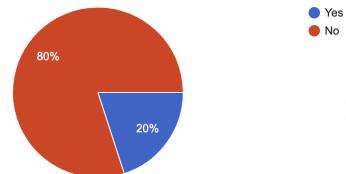
Does your college provide mental health facilities?

25 responses



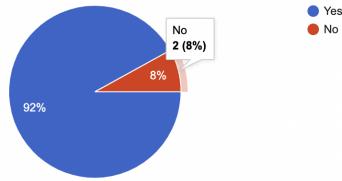
During your time in college, have you ever attempted to seek help from your university-provided health center over mental health issues?

25 responses



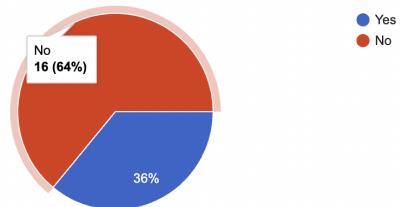
Do you think it would be helpful to have a phone application that helps students deal with mental health issues?

25 responses



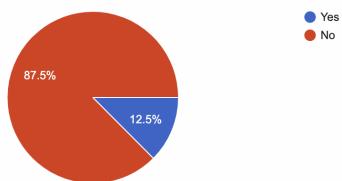
Do you know of any phone applications that help with mental health?

25 responses



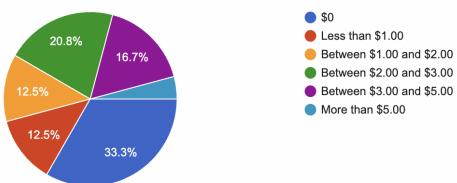
Have you ever used or do you use a phone application that helps with mental health?

24 responses



How much would YOU pay for a phone application that helps college students with their mental health?

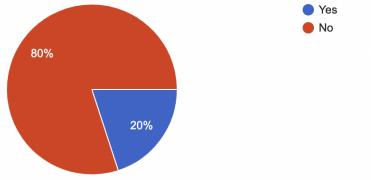
24 responses



Target Customer Strategy:

During your time in college, have you ever attempted to seek help from your university-provided health center over mental health issues?

25 responses



Appendix B (Financial Assumptions):

Assumptions:

The forecast current plan is for the first year to only sell our product to CU Boulder. Then the second year to the entire state of Colorado. The third year is to sell to the surrounding states(Arizona, Utah, Wyoming, and New Mexico. The Fourth year is to sell in the Pacific Northwest Region and the fifth year is to expand to California Schools. We assume that the number of units purchased by the University each year is 7.5% of the undergraduate student body. We plan to Charge 50\$ per unit and if possible lower that as we grow.

Assumptions for the Financial Plan					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Month of launch year 1 (numerical - January=1)	8				
Price	\$50.00	\$50.00	\$45.00	\$45.00	\$40.00
Product Cost					
Raw materials	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50

Manufacturing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Packaging	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Shipping	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Product margin	\$48.50	\$48.50	\$43.50	\$43.50	\$38.50
<i>Margin %</i>	97.00%	97.00%	96.67%	96.67%	96.25%

DTC Customer Acquisition and Revenue					
Cost per Click	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Marketing Budget for PPC Ads	\$6,000	\$7,800	\$10,140	\$13,182	\$17,137
Other Marketing (Advertising, PR, Sales Tools, Direct Marketing, etc.)	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Total Marketing	\$16,000	\$17,800	\$20,140	\$23,182	\$117,137
Percent of add'l visitors acquired through social media/word of mouth	45%	40%	35%	30%	25%
Visitors acquired by CPC Marketing	30,000	39,000	50,700	65,910	85,683
Visitors acquired by social media	13,500	15,600	17,745	19,773	21,421
Total Visitors	43,500	54,600	68,445	85,683	107,104
Close rate	40.0%	30.0%	25.0%	20.0%	15.0%
Number of units bought per year	17,400.0	17,400.0	17,400.0	17,400.0	17,400.0
Repeat Customers %	100.0%	100.0%	100.0%	100.0%	100.0%
Customers aquired through PPC marketing	12,000	11,700	12,675	13,182	12,852
Customers aquired through social media	5,400	4,680	4,436	3,955	3,213
Repeat Customers	17,400	16,380	17,111	17,137	16,066
Total DTC Customers	34,800	32,760	34,223	34,273	32,131
DTC Unit Sales	4,000	11,000	38,000	75,000	158,000
DTC Revenue	\$200,000	\$550,000	\$1,710,000	\$3,375,000	\$6,320,000

Retail Sales Projection					
Retail Price (From above)	\$50	\$50	\$50	\$50	\$50
Wholesale discount	0%	0%	0%	0%	0%
Wholesale price	\$50	\$50	\$50	\$50	\$50
Number of retail outlets	0	0	0	0	0
Average units per retail outlet	0	0	0	0	0
Sales cost per unit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Retail Units	0	0	0	0	0
Retail Revenue	\$0	\$0	\$0	\$0	\$0
Recap					
DTC Units	4,000	11,000	38,000	75,000	158,000
Retail Units	0	0	0	0	0
Total Units	4,000	11,000	38,000	75,000	158,000
DTC Revenue	200,000	550,000	1,710,00	3,375,00	6,320,00
Retail Revenue	0	0	0	0	0
Total Revenue	\$200,000	\$550,00	\$1,710,0	\$3,375,0	\$6,320,0
Product Cost	\$6,000	\$16,500	\$57,000	\$112,50	\$237,00
Total Sales cost	\$0	\$0	\$0	\$0	\$0
Total COGS	\$6,000	\$16,500	\$57,000	\$112,50	\$237,00
Gross Margin	\$194,000	\$533,50	\$1,653,0	\$3,262,5	\$6,083,0

Personnel					

Employee Benefits %	35%	35%	35%	35%	35%
Personnel growth rate	100%	50%	50%	40%	25%
Engineering Costs (non salary)	\$30,000	\$20,000	\$15,000	\$10,000	\$10,000
Legal and Insurance	\$15,000	\$20,000	\$25,000	\$33,000	\$50,000
Accounting		\$15,000	\$25,000	\$40,000	\$60,000
Monthly rent	\$400	\$800	\$1,600	\$3,200	\$6,400
Number of months rent in 1st year	12				
Rent increase per year	3%	3%	3%	3%	3%
Tax					
Federal Tax Rate (LLC)	15.30%	15.30%	15.30%	15.30%	15.30%
Colorado Corporate Tax Rate	4.63%	4.63%	4.63%	4.63%	4.63%
Combined tax rate	19.22%	19.22%	19.22%	19.22%	19.22%
	\$675,00	\$600,00			
Fund Raise	0	0			
Customer Acquisition Cost - DTC					
Total DTC Marketing Spend	\$16,000. 00	\$17,800. 00	\$20,140. 00	\$23,182. 00	\$117,13 6.60
Total DTC Units Sold	4,000	11,000	38,000	75,000	158,000
CAC	4	1.61818 1818	0.53	0.30909 33333	0.74137 08861
Life Time Value of a Customer					
Average Units Bought per Customer	1.0	1.0	1.0	1.0	1.0
DTC Margin per Unit	\$48.50	\$48.50	\$43.50	\$43.50	\$38.50
Lifetime profit per customer (LTV)	\$48.50	\$48.50	\$43.50	\$43.50	\$38.50
LTV-CAC	\$44.50	\$46.88	\$42.97	\$43.19	\$37.76

Personnel:

Headcount	Monthly Salary	Annual Salary	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
CEO	\$5,833	\$70,000	1	1	1	1	1	1	1	1	1	1	1	1
CTO/Tech	\$5,416	\$65,000	1	1	1	1	1	1	1	1	1	1	1	1
CFO/Finance	\$5,416	\$65,000	1	1	1	1	1	1	1	1	1	1	1	1
Marketing	\$2,916	\$35,000	1	1	1	1	1	1	1	1	1	1	1	1
QA	\$4,166	\$50,000	1	1	1	1	1	1	1	1	1	1	1	1
Customer Support	\$2,000	\$24,000	0	0	0	0	0	0	1	1	1	1	1	1
Operations	\$4,000	\$48,000	0	0	0	0	0	0	1	1	1	1	1	1
Software engineer	\$5,000	\$60,000	1	1	1	1	1	1	1	1	1	1	1	1
Security	\$5,000	\$60,000	1	1	1	1	1	1	1	1	1	1	1	1
data analytic	\$4,500	\$54,000	1	1	1	1	1	1	1	1	1	1	1	1
Contracted Psychologist	\$2,000	\$24,000	1	1	1	1	1	1	1	1	1	1	1	1

Total Headcount	11	11	11	11	11	11	11	11	11	11	11	11	11	11
Salary Cost														
CEO	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833	\$5,833
CTO/Tech	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416
CPO/Finance	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416	\$5,416
Marketing	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916	\$2,916
QA	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166	\$4,166
Customer Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Other	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Security	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
data analytic	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
Contracted Psychologist	\$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	\$2,000
Total Direct Salary Cost	\$40,247	\$46,247	\$46,247	\$46,247	\$46,247	\$46,247	\$46,247	\$518,964						
Benefits	35%		\$14,086	\$14,086	\$14,086	\$14,086	\$14,086	\$16,186	\$16,186	\$16,186	\$16,186	\$16,186	\$16,186	\$16,186
Total Compensation			\$54,333	\$54,333	\$54,333	\$54,333	\$54,333	\$62,433	\$62,433	\$62,433	\$62,433	\$62,433	\$62,433	\$700,601

Cash Flow statement and 5 year financial Projections:

	Year 1	Year 2	Year 3	Year 4	Year 5
Non Financial					
Visitors	43,500	54,600	68,445	85,683	107,104
Customers	34,800	32,760	34,223	34,273	32,131
DTC Unit Sales	4,000	11,000	38,000	75,000	158,000
<i>Close Rate</i>	<i>40.00%</i>	<i>30.00%</i>	<i>25.00%</i>	<i>20.00%</i>	<i>15.00%</i>
Number of Retailers	0	0	0	0	0
Retail Unit Sales	0	0	0	0	0
P&L					
Year 1	Year 2	Year 3	Year 4	Year 5	
DTC Revenue	\$200,000	\$550,000	\$1,710,000	\$3,375,000	\$6,320,000
Retail Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$200,000	\$550,000	\$1,710,000	\$3,375,000	\$6,320,000
COGS	\$6,000	\$16,500	\$57,000	\$112,500	\$237,000
Gross Profit	\$194,000	\$533,500	\$1,653,000	\$3,262,500	\$6,083,000

<i>Gross Profit %</i>	97.0%	97.0%	96.7%	96.7%	96.3%
Fixed Expenses					
Salaries and Compensation	\$700,601	\$1,050,902	\$1,576,353	\$2,206,894	\$2,758,618
Marketing	\$16,000	\$17,800	\$20,140	\$23,182	\$117,137
Engineering	\$30,000	\$20,000	\$15,000	\$10,000	\$10,000
G&A					
Legal	\$12,000	\$20,000	\$25,000	\$33,000	\$50,000
Accounting	\$9,000	\$15,000	\$25,000	\$40,000	\$60,000
Rent	\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
Total Fixed Expenses	\$772,401	\$1,128,646	\$1,666,585	\$2,318,321	\$3,001,157
Net Profit Before Tax (EBIT)	-\$595,601	-\$595,146	-\$13,585	\$944,179	\$3,081,843
<i>Profit %</i>	-297.8%	-108.2%	-0.8%	28.0%	48.8%
Tax	\$0	\$0	\$0	\$144,459	\$471,522
Net Profit After Tax	-\$595,601	-\$595,146	-\$13,585	\$799,719	\$2,610,321
After Tax Profit %	-297.8%	-108.2%	-0.8%	23.7%	41.3%
Cash Flow					
Profit	-\$595,601	-\$595,146	-\$13,585	\$944,179	\$3,081,843
Plus- Non cash expenses	\$1,200	\$0	\$0	\$0	\$0
Plus- Financing	\$675,000	\$600,000	\$0	\$0	\$0
Less- Capital Outlays	\$11,840	\$0	\$0	\$0	\$0
Net Cash Flow	\$68,759	\$4,854	-\$13,585	\$944,179	\$3,081,843
Cash Remaining from previous year		\$68,759	\$73,613	\$60,027	\$1,004,206
Cash Position	\$68,759	\$73,613	\$60,027	\$1,004,206	\$4,086,048
	These Have to stay Positive				

Appendix C (Business Model Canvas):

