US Eyelash extension business Business Case: An Extensive Sample Plan

LashLuxe Studio LLC, founded March 2024 in Austin, Texas, operates as a premium eyelash extension salon targeting women 25-45 with household income >$75,000. We charge $140-$180 per service using medical-grade materials, targeting $280,000 Year 1 revenue with 89.7% gross margins. Sarah Chen (Licensed Master Esthetician, ex-Dallas spa lead technician with $1.2M annual revenue responsibility) and Marcus Reed (ex-spa operations manager handling 15K monthly clients) founded the company.

SECTION 1: EXECUTIVE SUMMARY

1.8 million US women experienced allergic reactions from low-quality lash adhesives in 2023 (FDA data), costing the industry $47M in lawsuits. LashLuxe solves this with NoriLash Medical-Grade Bond (0.05% fumes vs industry standard 0.3%), OSHA-compliant sanitation, and 3D lash mapping software. We capture clients at $145 average ticket by charging 12% above competitors (Blink Lash Bar $120-$160) for demonstrably safer services.

Revenue comes from 3 service tiers ($140 classic, $160 hybrid, $180 volume), $25-$35 retail upsells (42% attachment rate), and $120/month memberships (50 clients by Year 1 end). Year 1 gross margin is 89.7% ($251,160 on $280,000 revenue) with $28,840 COGS (10.3% materials). Break-even at 134 clients/month occurs Month 9 when client volume hits 140.

We seek $150,000: $75,000 SBA 7(a) loan (7.5% interest, 10-year term), $50,000 founder equity, $25,000 angel investment (15% equity). Funds cover $90,600 startup costs and $59,400 6-month operating runway. This capital enables 1,200 clients in Year 1, $82,000 net profit, and 23.3% ROI by Year 3.

SECTION 2: COMPANY OVERVIEW

LashLuxe Studio LLC (EIN 87-4321987) is a Texas LLC chosen for liability protection and pass-through taxation. Located at 1204 Barton Springs Road (South Congress retail corridor), we occupy 1,200 sq. ft. in Austin's SoCo neighborhood due to 28,500 daily foot traffic (City of Austin 2023 data) and proximity to 47,000 households earning >$100,000 (Census 2023).

Sarah Chen (70% owner) generated $980,000 revenue in 2023 as lead technician at Luxe MedSpa Dallas with 92% client retention. Marcus Reed (30% owner) reduced no-shows from 18% to 7% at Glow Spa Austin through deposit systems. Both hold Texas TDLR licenses and OSHA bloodborne pathogens certification.

Date	Milestone	Status	Next Steps
Mar 2024	TDLR license #LA98765 issued	Complete	N/A
Apr 2024	Lease signed at $3,200/month	Complete	N/A
May 2024	$45,000 buildout completed	Complete	N/A
Jun 2024	Grand opening (107 clients)	Complete	Track Month 1 retention
Aug 2024	Hire first technician	Pending	Complete TDLR background checks
Oct 2024	Implement membership program	Pending	Integrate Klaviyo CRM
Dec 2024	Reach 100 clients/month	Pending	Adjust ad spend based on CAC
Mar 2025	Break-even achieved	Pending	Reinvest profits into second location

SECTION 3: MARKET ANALYSIS

U.S. eyelash extension market: $1.2B in 2023 (IBISWorld 2024), growing at 8.5% CAGR. TAM = $1.2B. SAM = Texas market ($95M) based on 7.9% state population share of U.S. beauty services. SOM = $270,000 (1.5% of Austin's $18M market) calculated from 25 clients/week x 48 weeks x $225 average revenue per client (ARPC).

Primary target: 128,000 Austin-area women aged 25-45 with median household income $89,300 (Census 2023). They spend $1,200 annually on beauty services (Statista 2023), with 68% trying lash extensions (Allure 2023). Budget range: $140-$200 per service. 42% prioritize cruelty-free products (Nielsen 2023).

Trends: Medical-grade lash adhesives growing at 14.2% CAGR (Grand View Research 2024). "Natural glam" demand up 27% YoY (Google Trends). Brick-and-mortar preference increased to 61% post-pandemic (Spa Industry Report 2023) due to mobile service hygiene concerns.

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Working Professionals	9.8M	9.1%	1.8%	High disposable income, recurring needs
Brides	1.2M	6.3%	3.5%	High-ticket ($250 avg), seasonal spikes
Influencers	0.7M	12.4%	5.0%	Free services for content, drives referrals
Special Occasion	2.1M	4.8%	1.2%	Proms/galas; lower retention

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Market	$1.2B	N/A	N/A	IBISWorld 2024 revenue data
Texas Market	N/A	$95M	N/A	7.9% of $1.2B based on population
Austin MSA	N/A	$18M	$270,000	1.5% of $18M via client capacity model

SECTION 4: COMPETITIVE ANALYSIS

Austin has 23 licensed lash studios (TDLR 2024). Blink Lash Bar (3 locations) dominates with $420,000 annual revenue per location but has 2.8/5 Google rating due to technician turnover. Velvet Lashes ($280,000 revenue) relies on influencer marketing but lacks medical safety protocols. Lash Lounge ATX (franchise) averages $310,000 revenue but has corporate pricing constraints.

Our differentiation: 1) NoriLash adhesive (0.05% fumes vs competitors' 0.3%) reduces allergy risk by 83% (clinical study), 2) 3D lash mapping software increases retention by 22% (pilot data), 3) Luxury experience (noise-canceling headphones, $5 refreshments) justifies 12% price premium, 4) Membership program generates 23% of revenue at 89% gross margin.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Blink Lash Bar	$420,000	$120-$160	Speed (60-min sets)	22% no-show rate	Deposit system, 7% no-show target
Velvet Lashes	$280,000	$150-$200	Instagram presence	No medical-grade adhesives	NoriLash certified hypoallergenic
Lash Lounge ATX	$310,000	$130-$180	Franchise support	Rigid pricing	Customization + 10% student discount
Mobile Artists	$50,000 avg	$100-$140	Convenience	No OSHA compliance	HEPA filtration, sterile environment
DIY Kits	$220M market	$25-$45	Low cost	41% irritation rate	Professional application safety

Strengths	Weaknesses	Opportunities	Threats
Medical-grade safety protocols	Limited brand awareness (launch phase)	Partnerships with 12 Austin bridal salons	TDLR regulation changes (15% probability)
3D lash mapping software	High rent ($3,200/month)	Corporate wellness programs (50+ local companies)	Competitor price war (20% probability)

89.7% gross margin	Single location dependency	Expand to Fort Worth (Year 3)	Allergy lawsuit (5% probability)
Founder industry experience	Membership program untested	Wholesale lash supply to other salons	Economic downturn reducing discretionary spend (30% probability)

SECTION 5: PRODUCTS & SERVICES

We provide semi-permanent eyelash extensions using hypoallergenic, cruelty-free materials. Classic sets apply 60-80 individual lashes ($140, 90-120 minutes). Volume sets use 3D-6D fans ($180, 120 minutes). Hybrid combines both ($160). All include patch test, 3D mapping consultation, and aftercare kit. Lash lifts ($95) use perm solution for natural lash enhancement.

Pricing at $140-$180 (10-15% above market) reflects $22 variable cost/client (adhesive $0.50, lashes $1.20, aftercare kit $3.00, refreshments $5.00, payment processing $12.30). This delivers 84.8% contribution margin ($123/client) versus Blink Lash Bar's 78.3% ($94.60 on $120 service).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Classic	$140	60-80 lashes, natural look	First-time clients	35%	89.3%
Hybrid	$160	Mix of classic/volume	Working professionals	40%	89.4%
Volume	$180	3D-6D fans, dramatic	Brides/special events	25%	89.5%

Metric	Value	Calculation/Notes
Price per service	$145	Weighted average of service mix
COGS per service	$15.50	Materials only (adhesive $0.50 + lashes $1.20 + aftercare $3.00 + refreshments $5.00 + payment fees $5.80)
Gross Profit per service	$129.50	$145 - $15.50
Gross Margin %	89.3%	$129.50 / $145
CAC	$58.60	$1,200 Google Ads / 20.5 clients (see Section 6)
LTV	$1,150	($145 x 1.6 services/client/year x 5 years) x 89.3% margin

LTV:CAC	19.6x	$1,150 / $58.60
Payback Period	0.5 months	CAC / (Gross Profit per service x services/month)

SECTION 6: MARKETING & SALES

Google Ads targets "eyelash extensions Austin" (1,900 monthly searches, $3.50 CPC). Meta Ads target women 25-45 within 10 miles of zip codes 78704/78703 (income >$75k, interests: Sephora, bridal). TikTok organic targets #lashtransformation (1.2B views). $2,000/month total digital spend targets 34 clients/month at $58.60 CAC.

Sales cycle: Awareness (Google/Meta ads) -> Consideration (free virtual consultation) -> Conversion (online booking via Acuity). 3.2% CTR on ads generates 15 leads/month from Google. 35% conversion rate yields 5.25 clients/month from Google. Total channel mix targets 100 clients/month by Month 6.

Retention via SMS reminders (Klaviyo, $45/month), "Refer 3 Friends" program (free touch-up), and birthday discounts. Target churn rate: 4.2% monthly (industry avg 7%). Membership program locks in 50 clients by Year 1 end at 89% margin.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	$1,200	$58.60	15	35%	5.25	210%
Meta Ads	$800	$61.50	22	30%	6.60	195%
Influencers	$300	$42.80	7	50%	3.50	295%
Bridal Partners	$0	$0	10	25%	2.50	N/A
Total	$2,300	$58.60	54	34.3%	17.85	228%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	$1,200	$800	$200	$500	$0	$2,700	54	18
2	$1,200	$800	$200	$0	$0	$2,200	54	18
3	$1,200	$800	$200	$0	$0	$2,200	54	18
4	$1,200	$800	$200	$0	$0	$2,200	54	18
5	$1,200	$800	$200	$0	$0	$2,200	54	18
6	$1,200	$800	$200	$0	$0	$2,200	54	18
7	$1,200	$800	$200	$0	$0	$2,200	54	18
8	$1,200	$800	$200	$0	$0	$2,200	54	18
9	$1,200	$800	$200	$0	$0	$2,200	54	18
10	$1,200	$800	$200	$0	$0	$2,200	54	18
11	$1,200	$800	$200	$0	$0	$2,200	54	18
12	$1,200	$800	$200	$0	$0	$2,200	54	18

SECTION 7: OPERATIONS

Daily operations: 9 AM-7 PM Tue-Sat. Founder performs services Months 1-3. Appointment flow: 15-min consultation -> 90-min service -> 10-min aftercare briefing. Capacity: 1 technician handles 8 clients/day (60-min fills, 120-min sets). Inventory managed via Shopify POS; reorder alerts at 20% stock level. HEPA filters replaced quarterly ($120).

Key suppliers: BellaLash Pro (adhesives, 30-day terms, 2% discount for net 10), BeautyBio (retail, 60-day terms). Technology: Acuity Scheduling ($29/month) integrated with Shopify POS ($29/month). QuickBooks Online ($30/month) for accounting.

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
BellaLash Pro	Lash extensions/adhesives	$1,500	Net 30, 2% discount net 10	LashBase Supply
BeautyBio	Retail products	$500	Net 60	Sephora Pro
Uline	Packaging	$200	Prepaid	Amazon Business
Hiscox	Insurance	$333	Annual policy	Travelers

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Shopify POS	Sales/inventory	$29	3	Clio, Mindbody
Acuity Scheduling	Booking	$29	3	Setmore, Timely
QuickBooks Online	Accounting	$30	2	Xero, FreshBooks
Klaviyo	CRM/SMS	$45	2	Mailchimp, Constant Contact

SECTION 8: MANAGEMENT TEAM

Organizational structure: Founder/CEO (Sarah Chen) handles services and product development. Operations Director (Marcus Reed) manages marketing and finance. Compensation: Founder draws $4,000/month salary after Month 6. Technicians earn $25/hour + 10% commission. Front desk: $18/hour. Total payroll capped at 37.5% of revenue.

Advisory board: Lisa Torres (ex-CFO of Ulta Salon Group, 20 years industry experience) provides quarterly reviews for $1,500/session. Legal consultant (Beaumont Law) handles compliance at $150/hour retainer.

Month	Role	Salary	Priority	Source	Onboarding Time
4	Lash Technician	$25/hr + 10%	High	TDLR job board	2 weeks
6	Front Desk	$18/hr	Medium	Craigslist	1 week
7	Lash Technician	$25/hr + 10%	High	Beauty schools	2 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 15 new clients/month in Q1 (ramps to 25/month by Q4), 4.2% monthly churn, $145 average revenue per client (ARPC), $15.50 COGS/client (10.7% ratio), 37.5% payroll expense ratio. Marketing spend: $2,200/month after launch. Break-even at 134 clients/month (Month 9).

Revenue model: Service revenue (76% of total), retail upsells (15%), memberships (23% by Year 1 end). Growth drivers: 34.3% digital conversion rate, 50% membership sign-up rate, 22% client referral rate. Year 3 revenue reaches $739,000 via 52 clients/week at $155 ARPC.

Cost structure: Fixed costs = $16,500/month (rent $3,200, payroll $8,750, software $133, insurance $333, utilities $600). Variable costs = 10.7% COGS + 2.8% payment fees. Payroll scales at 0.7 technicians per 10 clients.

Funding: $150,000 covers $90,600 startup costs and $59,400 operating runway. Runway = 6 months at $9,900/month burn rate. Milestones: 100 clients/month by Month 6, break-even Month 9, 120 members by Year 2.

Category	Ite	Cost	Notes
Legal/Formation	LLC filing	$300	Texas SOS fee
Licenses/Permits	TDLR license	$500	#LA9876
Equipment	3 ergonomic chairs	$9,000	$3,000 each
Equipment	LED lighting kits	$2,400	$800 x 3 rooms
Equipment	HEPA filtration	$3,600	$1,200 x 3
Technology	POS setup	$2,000	Shopify + Acuity
Initial Inventory	Lash extensions	$5,000	6-week supply

Initial Inventory		Retail products	$2,500		BeautyB partnersh
Marketing Launch		Grand opening	$5,000		Discount press kits
Working Capital		3 months OpEx	$49,500		$16,500 x 3
Insurance		Annual premium	$4,000		General + E&O
Professional Fees		Legal	$2,500		Operatin agreeme
Professional Fees		Accounting	$1,000		Setup
Website		Development	$1,500		WordPre + SEO
Branding		Logo/packaging	$800		Canva Pro
Contingency		10% buffer	$9,060		90,600 x 10%
Total			$90,600		

Category	Ty	Monthly Cost	Annual Cost		Notes
Rent	Fixed	$3,200	$38,400		Triple-net lease

Salaries	Fixed	$8,750	$105,000	3 FTE + 1 PT
Benefits	Fixed	$1,050	$12,600	12% of payroll
Insurance	Fixed	$333	$4,000	General + E&O
Software	Fixed	$133	$1,600	Shopify, Acuity, QB
Utilities	Fixed	$600	$7,200	Electric, water, internet
Marketing	Fixed	$1,833	$22,000	Digital ads
Professional Services	Fixed	$250	$3,000	Legal/acc
Supplies	Variable	$1,500	$18,000	COGS at 10.7%
Payment Fees	Variable	$400	$4,800	2.8% of revenue
Loan Payment	Fixed	$875	$10,500	SBA 7(a) amortizat
Total Fixed		$15,119	$181,400	
Total Variable		**$1,900**	**$22,800**	
Combined Total		**$17,019**	**$204,200**	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
Revenue	$10,150	$10,150	$10,150	$14,500	$14,500	$14,500	$20,300	$20,300	$20,300	$20,300	$20,300	$20,300	$200,000
COGS	$1,085	$1,085	$1,085	$1,550	$1,550	$1,550	$2,170	$2,170	$2,170	$2,170	$2,170	$2,170	$21,420

Gross Profit	$9,065	$9,065	$9,065	$12,950	$12,950	$12,950	$18,130	$18,130	$18,130	$18,130	$18,130	$18,130	$178,580
Marketing	$2,700	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$26,500
Salaries	$4,000	$4,000	$4,000	$6,250	$6,250	$6,250	$8,750	$8,750	$8,750	$8,750	$8,750	$8,750	$87,500
Rent	$3,200	$3,200	$3,200	$3,200	$3,200	$3,200	$3,200	$3,200	$3,200	$3,200	$3,200	$3,200	$38,400
Software	$133	$133	$133	$133	$133	$133	$133	$133	$133	$133	$133	$133	$1,600
Insurance	$333	$333	$333	$333	$333	$333	$333	$333	$333	$333	$333	$333	$4,000
Other OpEx	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$18,000
Total OpEx	$11,866	$11,366	$11,366	$13,616	$13,616	$13,616	$15,916	$15,916	$15,916	$15,916	$15,916	$15,916	$185,000
EBITDA	-$2,801	-$2,301	-$2,301	-$666	-$666	-$666	$2,214	$2,214	$2,214	$2,214	$2,214	$2,214	-$6,420
Depreciation	$375	$375	$375	$375	$375	$375	$375	$375	$375	$375	$375	$375	$4,500
EBIT	-$3,176	-$2,676	-$2,676	-$1,041	-$1,041	-$1,041	$1,839	$1,839	$1,839	$1,839	$1,839	$1,839	-$10,920
Interest	$469	$465	$460	$456	$451	$447	$442	$438	$433	$429	$424	$420	$5,274
Taxes (25%)	$0	$0	$0	$0	$0	$0	$349	$349	$349	$349	$349	$349	$2,094
Net Income	-$3,645	-$3,141	-$3,136	-$1,497	-$1,492	-$1,488	$948	$948	$948	$948	$948	$948	-$18,288

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	$59,400	$55,755	$52,614	$49,478	$47,981	$46,489	$45,001	$45,949	$46,897	$47,845	$48,793	$49,741
Cash In	$10,150	$10,150	$10,150	$14,500	$14,500	$14,500	$20,300	$20,300	$20,300	$20,300	$20,300	$20,300
Total Cash In	$10,150	$10,150	$10,150	$14,500	$14,500	$14,500	$20,300	$20,300	$20,300	$20,300	$20,300	$20,300
Cash Out	$13,795	$13,291	$13,286	$15,997	$15,992	$15,988	$19,352	$19,352	$19,352	$19,352	$19,352	$19,352
Total Cash Out	$13,795	$13,291	$13,286	$15,997	$15,992	$15,988	$19,352	$19,352	$19,352	$19,352	$19,352	$19,352
Net Cash Flow	-$3,645	-$3,141	-$3,136	-$1,497	-$1,492	-$1,488	$948	$948	$948	$948	$948	$948
Ending Cash	$55,755	$52,614	$49,478	$47,981	$46,489	$45,001	$45,949	$46,897	$47,845	$48,793	$49,741	$50,689

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total

Revenue	$280,000	$125,000	$135,000	$140,000	$140,000	$190,000	$200,000	$205,000	$205,000	$739,000
COGS	$28,840	$12,900	$13,950	$14,420	$14,420	$19,570	$20,600	$21,115	$21,115	$76,105
Gross Profit	$251,160	$112,100	$121,050	$125,580	$125,580	$170,430	$179,400	$183,885	$183,885	$662,895
OpEx	$198,000	$49,500	$51,500	$52,500	$52,500	$65,000	$66,000	$67,000	$67,000	$277,400
EBITDA	$53,160	$62,600	$69,550	$73,080	$73,080	$105,430	$113,400	$116,885	$116,885	$385,495
Net Income	$30,000	$42,000	$48,000	$51,000	$51,000	$75,000	$81,000	$84,000	$84,000	$315,000
Ending Cash	$50,689	$80,689	$120,689	$165,689	$210,689	$280,689	$355,689	$435,689	$515,689	$515,689

Metric	Value	Calculation
Monthly Fixed Costs	$16,500	Rent $3,200 + Payroll $8,750 + Software $133 + Insurance $333 + Utilities $600 + Marketing $1,833 + Loan $875 + Other $706
Variable Cost per Service	$15.50	Materials $4.70 + Payment fees $4.06 + Supplies $6.74
Price per Service	$145	Weighted average
Contribution Margin per Service	$129.50	$145 - $15.50
Contribution Margin %	89.3%	$129.50 / $145
Break-Even Units per Month	128	$16,500 / $129.50
Break-Even Revenue per Month	$18,560	128 units x $145
Expected Break-Even Month	Month 9	140 clients projected Month 9
Safety Margin	8.6%	(140 - 128) / 140

Metric	Y1	Y2	Y3	Industry Benchm
Gross Margin %	89.7%	89.5%	89.7%	85-90% (salons)
Operating Margin %	15.0%	47.5%	62.5%	10-15% (Year 1)
Net Profit Margin %	10.7%	52.4%	42.6%	5-10% (Year 1)
Current Ratio	1.2	2.1	3.4	1.5+ acceptab
CAC Payback	0.5 months	0.4 months	0.3 months	6-18 months
LTV:CAC Ratio	19.6x	22.1x	24.3x	3x+ ideal
Monthly Burn Rate	$9,900	N/A	N/A	
Runway	6 months	N/A	N/A	

SECTION 10: RISK ANALYSIS

Top risks: 1) Technician turnover (probability 4/5, impact $18,000 revenue loss), 2) Allergic reaction lawsuit (probability 2/5, impact $50,000 settlement), 3) TDLR regulation change (probability 3/5, impact $5,000 compliance cost), 4) Economic downturn (probability 3/5, impact 15% revenue decline). Probability scale: 1=rare, 5=almost certain. Impact scale: 1=minor, 5=catastrophic.

Mitigation: 1) $50 booking deposits + 10% commission reduce turnover; 2) Patch tests + $1M liability insurance; 3) $1,500/year legal retainer monitors regulations; 4) 6-month cash reserve covers downturn. Contingency: Membership program locks in 23% revenue.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Technician turnover	4	3	12	$50 deposit, 10% commission, cross-training	Hire from beauty schools within 14 days	Reed
Allergy lawsuit	2	4	8	Patch tests, NoriLash adhesive, $1M insurance	Legal defense fund from reserves	Chen
TDLR regulation change	3	2	6	$1,500/year legal retainer	Adjust protocols within 30 days	Chen
Economic downturn	3	3	9	6-month cash reserve, membership focus	Reduce marketing spend by 30%	Reed
Competitor price war	2	3	6	Value-based pricing, loyalty program	Introduce $120 express service	Reed
Supplier disruption	1	2	2	Dual sourcing (BellaLash + LashBase)	Switch suppliers in 72 hours	Chen
Reputation damage	3	4	12	Google Reviews monitoring, service recovery	Offer 200% refund for complaints	Reed
Payment fraud	1	1	1	Stripe Radar fraud detection	Reserve $500 fraud buffer	Reed

SECTION 11: IMPLEMENTATION TIMELINE

Critical path: Month 1-3 client acquisition (target 18 clients/month), Month 4 technician hire, Month 6 membership launch. Dependencies: TDLR approval required before hiring, POS integration before marketing. Key priority: Achieve 100 clients/month by Month 6 to hit break-even Month 9.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Grand opening	107 clients booked	$5,000 marketing budget	18 clients	Reed
2	Google Ads optimization	CAC < $60	$1,200 ad spend	18 clients	Reed
3	Client retention system	Klaviyo SMS setup	$45 software cost	75% fill rate	Chen
4	First technician hire	TDLR license verified	$2,500 recruitment	25 clients/week	Chen
5	Inventory management	Shopify alerts live	2 hours staff training	0 stockouts	Reed
6	Membership program launch	50 clients enrolled	$500 promo budget	23% revenue share	Reed
7	Second technician hire	100 clients/month	$2,500 recruitment	35 clients/week	Chen
8	Referral program	22% referral rate	$300 promo budget	22 new clients	Reed
9	Break-even achieved	140 clients	N/A	$20,300 revenue	Both
10	Profit reinvestment	Second location research	$1,000 consulting	3 locations by Year 4	Both
11	Vendor contract renewal	2% discount secured	Negotiation time	$300 savings	Reed
12	Year 1 review	$30,000 net profit	Financial close	10.7% net margin	Both

SECTION 12: APPENDIX

Supporting documents: TDLR license #LA98765, lease agreement, NoriLash safety certification, 12-month cash flow model. All assumptions documented with sources: IBISWorld 2024 (market size), Census 2023 (demographics), Grand View Research 2024 (trends). Financial projections validated against 2023 Ulta Salon Group benchmarks.