Building a Laser Hair Removal Clinic Enterprise: A Detailed Sample Plan

TITLE PAGE

Lumina Medical Aesthetics, LLC (Texas LLC). Founded January 2024 in Austin, TX by Dr. Elena Ramirez (12-year dermatology nursing veteran who scaled DermSolutions Houston to $1.2M revenue in 18 months). We deliver FDA-cleared laser hair removal to Austin residents at $100-$250/session, targeting $480,000 Year 1 revenue with 61% gross margins. Plan dated October 2024.

SECTION 1: EXECUTIVE SUMMARY

2.1 million U.S. consumers spent $2.1B on laser hair removal in 2023 (Grand View Research), but 62% report adverse effects from non-medical providers (ASLMS 2023). Lumina solves this with dermatologist-supervised treatments using dual-wavelength lasers (Candela GentleMax Pro), capturing clients who abandon at-home devices (68% prefer medical settings per AAD survey). We charge $150-$250/session for physician-monitored safety, avoiding the $99 Groupon trap that erodes margins at competitors like LaserAway.

Revenue comes from 6-session packages ($1,200/full body) and à la carte treatments (70% of clients). Year 1 average revenue per client: $685. Gross margin: 61% (COGS: $67/session for labor, disposables, processing). Fixed costs: $15,833/month. Break-even at 152 sessions/month (46% of 330-session capacity). Profitability at Month 14 with $44,800 net income (9.3% margin).

We seek $125,000 SBA 7(a) loan (6.8%, 10-year term) to cover 56% of $225,000 startup costs. Funds allocated: $85,000 laser equipment (38%), $45,000 leasehold improvements (20%), $50,000 operating reserve (22%). This enables 1,827-session break-even by Month 14, $820,000 Year 3 revenue, and 16.9% net margins. Investor ROI: 22% IRR by Year 5 exit.

SECTION 2: COMPANY OVERVIEW

Lumina operates as a Texas LLC (formed January 15, 2024) for liability protection and pass-through taxation. Located at 4700 N Lamar Blvd, Austin (980,000 population, $82,000 median household income) to access 42% college-educated residents. Ownership: Dr. Elena Ramirez (RN, MSN, 60%), Marcus Chen (MBA, 30%), Austin Aesthetic Partners LP (10%).

Dr. Elena Ramirez (Founder): Grew DermSolutions Houston revenue from $0 to $1.2M in 18 months; trained 15+ technicians; CLSO-certified. Marcus Chen (COO): Secured $350,000 SBA loan for DermSolutions; reduced CAC 28% via Meta/Google optimization. Sarah Kim (Lead Aesthetician): 7 years performing 8,200+ laser sessions on Fitzpatrick IV-VI skin.

Date	Milestone	Status	Next Steps
Jan 2024	LLC formation, physician supervision agreement	Complete	Finalize TDLR licensing
Feb 2024	Lease signed (1,800 sq ft @ $3,200/month)	Complete	Begin build-out
Mar 2024	$100,000 equity deposit	Complete	SBA loan closing
Apr 2024	Candela GentleMax Pro delivery	Pending	Staff hiring
May 15, 2024	Clinic soft launch	Target	Track first 50 clients
Jul 2024	Reach 100 sessions/month	Target	Optimize ad spend
Jun 2025	Break-even (152 sessions/month)	Target	Plan Year 2 expansion
Dec 2026	San Antonio location feasibility study	Target	Secure $150k expansion capital

SECTION 3: MARKET ANALYSIS

TAM: $2.1B (U.S. laser hair removal services, Grand View Research 2023). SAM: $145M (Texas metro areas: Austin, Dallas, Houston, San Antonio per IBISWorld). SOM: $1.8M (Austin-specific: 1.2% of 150,000 addressable residents aged 18-45 with $60k+ income; calculated as 1,500 clients x $1,200 average spend).

Primary target: Women 25-45 (70% of clients), household income $60k-$120k, willing to pay $1,200 for 6-session packages. Secondary: Men 25-40 (20%) spending $180/session on chest/back treatments. Psychographics: 87% book via Instagram/Google; 73% prioritize medical oversight (RealSelf 2023 survey); average budget: $150/session.

Key trends: 1) Male demand up 12% YoY (ASAPS 2023); 2) 68% abandon at-home devices due to ineffectiveness (JAMA Dermatology); 3) Fitzpatrick IV-VI skin treatments growing at 19% CAGR (Aesthetic Surgery Journal); 4) Package sales up 22% vs. single sessions (MedSpa Management).

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Women 25-45 (full body)	$850,000	8.2%	1.5%	70% of SOM; $1,200 avg spend
Men 25-40 (chest/back)	$420,000	12.0%	2.0%	20% of SOM; $180/session avg
Gen Z (bikini/face)	$210,000	15.3%	1.0%	10% of SOM; $120/session avg
Annual maintenance	$320,000	18.0%	0.8%	45% retention target; $499/year plan

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
U.S. Market	$2.1B	-	-	Grand View Research 2023
Texas Metro Areas	-	$145M	-	IBISWorld + population weighting
Austin (Year 1)	-	-	$150,000	1,250 clients x $120 avg/session
Austin (Year 3)	-	-	$1.8M	1,500 clients x $1,200 avg spend

SECTION 4: COMPETITIVE ANALYSIS

Austin has 12 laser hair removal providers: 3 national chains (LaserAway, SmoothSynergy), 7 medspas, 2 dermatology clinics. LaserAway (40% market share) averages $129/session but uses Groupon ($99 deals), compressing margins to 28%. Austin Skin Institute charges $175+/session but has 3-week appointment waits. No competitor offers consistent Fitzpatrick IV-VI treatment.

Our advantages: 1) Physician supervision (Dr. Whitaker, MD) reduces adverse events by 31% vs. non-medical providers (ASLMS data), justifying 15% price premium; 2) Candela GentleMax Pro's dual-wavelength capability captures 38% of Austin's darker-skinned population ($550k SAM); 3) Package retention (45%) vs. industry 32% (MedSpa Management); 4) CAC $112 vs. local average $145.

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
LaserAway	$1.1M	$99-$199	Brand recognition	41% staff turnover; Groupon dependency	Medical oversight; no deep discounts
SmoothSynergy	$780,000	$120-$150	Physician-owned	Limited dark skin capability	Nd:YAG wavelength for Fitz IV-VI
Austin Skin Inst.	$920,000	$175+	Dermatology expertise	22-day avg wait time	Same-week consultations
Groupon medspas	$300k avg	$79-$99	Low entry price	48% client churn; outdated lasers	Transparent pricing; new equipment
At-home devices	$400M	$200-$500	Convenience	12% efficacy vs. 89% clinical (JAMA)	Guaranteed results

Strengths	Weaknesses	Opportunities	Threats
1. Physician supervision agreement	1. Limited brand awareness (Month 1)	1. 12% YoY male demand growth	1. LaserAway expansion (2 new Austin clinics)
2. Dual-wavelength laser (Fitz IV-VI)	2. High startup costs ($225k)	2. TDLR regulation easing for LPNs	2. Texas Medical Board audit risk
3. 45% package retention target	3. Dependence on 1 lead tech	3. Corporate wellness partnerships	3. Laser malpractice suit (1.2% industry rate)

4. $112 CAC (below $145 avg)	4. No existing client base	4. $65k backup laser for redundancy	4. Economic downturn reducing discretionary spend

SECTION 5: PRODUCTS & SERVICES

We offer 6-session packages ($1,200 full body) including back, legs, arms, underarms, bikini, and face. Each session uses Candela GentleMax Pro with skin-type-specific wavelengths (Alexandrite 755nm for Fitz I-III, Nd:YAG 1064nm for Fitz IV-VI), built-in cooling, and post-treatment ZO Skin Health kits ($45-$75 retail). Clients receive free skin assessments, progress tracking via Jane App EMR, and 24/7 access to aftercare videos.

Pricing: $150/session bikini (vs. LaserAway $139), $225 full legs (vs. SmoothSynergy $195). Premium justified by physician oversight (adds $22/session value per RealSelf survey) and Fitzpatrick inclusivity (38% Austin market gap). Package discounts drive 80% of sales, improving retention to 45% vs. industry 32%. Gross margin: 61% ($171 avg revenue - $67 COGS).

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Full-Body Package	$1,200 (6 sessions)	All areas; priority booking	Women 25-45	55%	63%
À La Carte (Bikini)	$150/session	Standard scheduling	Gen Z women	20%	59%
Men's Package (Chest/Back)	$1,080 (6 sessions)	Extended cooling; male tech option	Men 25-40	15%	62%
Maintenance Plan	$499/year (4 sessions)	Annual skin assessment	Package completers	10%	78%

Metric	Value	Calculation/Notes
Price per session	$171	$480,000 Year 1 revenue / 2,800 sessions
COGS per session	$67	Labor $42 + disposables $15 + processing $10
Gross Profit per session	$104	$171 - $67
Gross Margin %	61%	$104 / $171
CAC	$112	$51,600 Year 1 marketing spend / 461 clients

LTV	$850	2.1 packages x $685 avg revenue/client
LTV:CAC Ratio	7.6	$850 / $112 (industry benchmark: 3.0)
Payback Period	3.2 months	CAC / (Gross Profit per session x sessions/month/client)

SECTION 6: MARKETING & SALES

Go-to-market: 60% digital ($5,300/month). Google Ads: $2,500 targeting "laser hair removal Austin" (CPC $3.10, CTR 4.2%, 66 leads/month). Meta Ads: $1,800 targeting women 25-45 interested in Ulta/Sephora (CPC $1.95, CTR 5.1%, 77 leads/month). SEO: 15 blog posts/month ("Laser for Dark Skin Austin") targeting 350 organic visits/month. Local partnerships: 15% budget ($1,275/month) for Lifetime Fitness cross-promotions (200 referrals/year at $6.40 CAC).

Sales cycle: 1) Lead books free consultation via online scheduler (42% conversion rate). 2) In-person skin assessment with Fitzpatrick typing. 3) Package offer presented (78% close rate for 6-session plans). 4) Automated SMS reminders reduce no-shows to 8% (vs. industry 15%). Average sales cycle: 11 days from lead to first session.

Retention: Post-visit SMS survey (85% response rate); "Complete Your Package" email at 75% progress (22% redemption); birthday discount (15% off; 31% usage). Target churn: 5.8% monthly (vs. industry 7.2%). Expansion revenue: 38% of clients add maintenance plans after package completion.

Channel	Monthly Budget	Expected CAC		E Conversion L Rate	Expected Customers/Month	ROI	
Google Ads	$2,500	$60		6625%	17	5.7x	
Meta Ads	$1,800	$47		77	28%	22	7.3x
Referrals	$600	$27		22100%	22	15.2x	
Local Partnerships	$1,275	$6.40		208%	16	22.1x	
SEO/Content	$1,125	$38		2921%	6	9.2x	

Month	Google	Social	SEO	Events	Other	Total	Leads	Customers
1	2500	1800	500	0	500	5300	92	21
2	2500	1800	600	0	500	5400	105	25
3	2500	1800	700	0	500	5500	118	29
4	2500	1800	800	500	500	6100	135	34
5	2500	1800	900	500	500	6200	148	38
6	2500	1800	1000	500	500	6300	161	42
7	2500	1800	1100	500	500	6400	174	46
8	2500	1800	1200	500	500	6500	187	50
9	2500	1800	1300	500	500	6600	200	54
10	2500	1800	1400	500	500	6700	213	58
11	2500	1800	1500	500	500	6800	226	62
12	2500	1800	1600	500	500	6900	239	66

SECTION 7: OPERATIONS

Daily: 12-15 appointments (45-60 min each) Monday-Friday 9AM-7PM, Saturday 10AM-4PM. Process: 1) Online booking via Jane App; 2) Pre-visit skin questionnaire; 3) In-clinic Fitzpatrick assessment; 4) Laser session with real-time cooling monitoring; 5) Post-care kit dispensing. Capacity: 330 sessions/month (15 sessions x 22 days). Staff: Lead aesthetician (40 hrs/wk), 2 PT technicians (20 hrs/wk each), front desk (30 hrs/wk).

Key vendors: Candela (laser service contract $4,200/year), McKesson (disposables: $15/session), ZO Skin Health (retail markup 45%). Technology: Jane App EMR ($129/month) for scheduling/billing; Stripe ($0.30 + 2.9% per transaction); HIPAA-compliant data storage via AWS.

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Candela Corp	Laser maintenance	$350	3-year lock-in	Independent service org ($475/month)
McKesson	Disposables (gels, wipes)	$1,050	Month-to-month	Cardinal Health
ZO Skin Health	Post-care kits	$900	Annual minimum $10k	Obagi Medical
City of Austin	Business license	$83	Annual renewal	N/A
Texas Medical Board	Physician supervision	$208	Quarterly payments	Dr. Lisa Torres, MD

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Jane App	Scheduling, EMR, billing	$129	4	Acuity Scheduling ($99, no EMR)
Stripe	Payment processing	$142	4	Square ($279, higher chargebacks)
Mailchimp	Email marketing	$99	1	Klaviyo ($120, overkill)
Xfinity Business	Internet (backup T-Mobile)	$120	4	AT&T Fiber ($150, no hotspot)
AWS	HIPAA-compliant storage	$85	4	Google Cloud ($110, complex setup)

SECTION 8: MANAGEMENT TEAM

Structure: Founder/CEO (clinical), COO (operations), Lead Aesthetician (tech). Salaries: COO $85,000, Lead Aesthetician $65,000, PT Techs $28/hr. Bonuses: 10% of net profit for key hires at $500k revenue. No advisory board; leveraging Dr. Whitaker's dermatology network for clinical guidance (paid $2,500/month).

Month	Role	Salary	Priority	Source	Onboarding Time
1	COO	$7,083	Critical	Internal (Marcus Chen)	0 days
1	Lead Aesthetician	$5,417	Critical	Referral (Sarah Kim)	30 days
2	PT Technician #1	$2,240	High	Craigslist	14 days
3	PT Technician #2	$2,240	High	Craigslist	14 days
4	Front Desk	$2,500	Medium	Indeed	21 days

SECTION 9: FINANCIAL PLAN

Key assumptions: Month 1: 21 clients (29 sessions). Growth: 4 clients/month, reaching 66 clients (92 sessions) by Month 12. Avg revenue/client: $685. Churn: 5.8% monthly. COGS: 39% of revenue ($67/session). Marketing: 10.75% of revenue ($51,600 Year 1). Salaries: $10,000/month (scaling to $12,000 by Month 12).

Revenue model: 80% from 6-session packages ($1,200 avg), 20% à la carte. Growth drivers: 1) Referral program (22% of new clients); 2) Maintenance plans (38% adoption); 3) Corporate partnerships (200 referrals/year). Price increases: 5% in Year 2.

Cost structure: Fixed costs 72% of OpEx ($136,000/year: rent $38,400, salaries $120,000, software $1,548). Variable costs 28% ($39,000: disposables, processing, commissions). COGS scales linearly with sessions (labor 62% of COGS).

Funding: $225,000 total. $100,000 equity (44%), $125,000 SBA loan (56%). Runway: 10 months to break-even. Milestones: Month 14 profitability, Month 18 $50k cash reserve, Month 24 San Antonio expansion analysis.

Category		Item	Cost	Notes
Legal/Formation		Texas LLC filing	$300	State fee
Licenses/Permits		TDLR aesthetician license	$1,200	3 staff @ $400
Equipment		Candela GentleMax Pro	$85,000	New from distributor
Equipment		Furniture/fixtures	$12,000	Exam tables, reception
Technology		Jane App setup	$2,500	EMR configuration
Initial Supplies		Disposables (3 months)	$4,500	McKesson order
Marketing Launch		Google/Facebook ads	$15,000	3-month runway

Working Capital		3-month operating reserve	$50,000	Covers early losses
Insurance		Malpractice ($1M)	$9,000	Annual premium
Professional Fees		Accounting setup	$2,500	Bookkeeping system
Website		Development	$3,000	Wix Pro + SEO
Facility		Leasehold improvements	$45,000	Medical build-out
Branding		Logo design	$1,500	Fiverr Pro
Training		CLS certification	$800	2 staff @ $400
Contingency (10%)		Unplanned costs	$22,500	$225k x 10%
Total			**$225,000**	

Category		**Type**	**Monthly Cost**	**Annual Cost**		**Notes**
Rent		Fixed	$3,200	$38,400		1,800 sq ft @ $21.33/sq ft

Salaries	Fixed	$10,000	$120,000	COO $7,083 + Lead Tech $2,917
Benefits	Fixed	$1,500	$18,000	15% of payroll
Insurance	Fixed	$800	$9,600	Malpractice + GL
Software	Fixed	$455	$5,460	Jane App, Stripe, Mailchimp
Utilities	Fixed	$1,100	$13,200	Electric, water, internet
Marketing	Variable	$4,300	$51,600	10.75% of revenue
Loan Payment	Fixed	$1,458	$17,500	SBA 7(a) @ 6.8%
Maintenance	Variable	$350	$4,200	Candela service contract
Disposables	Variable	$1,050	$12,600	$15/session x 70 sessions
Payment Processing	Variable	$696	$8,352	2.9% + $0.30 x $24,000 revenue
Other	Mixed	$417	$5,000	Training, misc
Fixed Total		**$18,513**	**$222,156**	
Variable Total		**$2,146**	**$25,752**	

Combined Total			**[illegible]**		

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1 Total
Revenue	20,300	23,500	26,700	30,600	33,500	36,400	39,300	42,200	45,100	48,000	50,900	53,800	420,300
COGS	7,817	9,048	10,279	11,781	12,898	14,014	15,131	16,247	17,364	18,480	19,596	20,712	162,087
Gross Profit	12,483	14,452	16,421	18,819	20,602	22,386	24,169	25,953	27,736	29,520	31,304	33,088	258,213
Marketing	5,300	5,400	5,500	6,100	6,200	6,300	6,400	6,500	6,600	6,700	6,800	6,900	74,700
Salaries	10,000	10,000	10,000	10,500	10,500	11,000	11,000	11,500	11,500	12,000	12,000	12,000	132,000
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	455	455	455	455	455	455	455	455	455	455	455	455	5,460
Insurance	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Other OpEx	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Total OpEx	24,755	24,855	24,955	26,055	26,155	26,755	26,855	27,455	27,555	28,155	28,255	28,355	320,160
EBITDA	-12,272	-10,403	-8,534	-7,236	-5,553	-4,369	-2,686	-1,502	181	1,365	3,049	4,733	-61,947
Depreciation	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	22,500
EBIT	-14,147	-12,278	-10,409	-9,111	-7,428	-6,244	-4,561	-3,377	-1,694	-510	1,174	2,858	-84,447
Interest	708	701	694	687	680	673	666	659	652	645	638	631	8,064
Taxes (25%)	0	0	0	0	0	0	0	0	0	0	454	872	1,326
Net Income	-14,855	-12,979	-11,103	-9,798	-8,108	-6,917	-5,227	-4,036	-2,346	-1,155	720	2,227	-93,837

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	50,000	35,145	22,166	11,063	1,265	-6,843	-13,760	-18,987	-23,023	-25,369	-26,524	-25,804
Cash In	20,300	23,500	26,700	30,600	33,500	36,400	39,300	42,200	45,100	48,000	50,900	53,800
Other Income	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	20,300	23,500	26,700	30,600	33,500	36,400	39,300	42,200	45,100	48,000	50,900	53,800
Cash Out	35,145	36,479	37,803	40,398	41,608	43,317	44,527	46,236	47,446	49,155	50,180	51,573

COGS Payments	7,817	9,048	10,279	11,781	12,898	14,014	15,131	16,247	17,364	18,480	19,596	20,712
OpEx Payments	24,755	24,855	24,955	26,055	26,155	26,755	26,855	27,455	27,555	28,155	28,255	28,355
CapEx	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458
Taxes	0	0	0	0	0	0	0	0	0	0	454	872
Total Cash Out	35,145	36,479	37,803	40,398	41,608	43,317	44,527	46,236	47,446	49,155	50,180	51,573
Net Cash Flow	-14,845	-12,979	-11,103	-9,798	-8,108	-6,917	-5,227	-4,036	-2,346	-1,155	720	2,227
Ending Cash	35,145	22,166	11,063	1,265	-6,843	-13,760	-18,987	-23,023	-25,369	-26,524	-25,804	-23,577

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	480,000	130,000	150,000	165,000	180,000	200,000	215,000	225,000	235,000	820,000
COGS	187,200	50,700	58,500	64,350	70,200	78,000	83,850	87,750	91,650	311,250
Gross Profit	292,800	79,300	91,500	100,650	109,800	122,000	131,150	137,250	143,350	508,750
OpEx	248,000	62,000	62,000	62,000	62,000	70,000	70,000	70,000	70,000	280,000
EBITDA	44,800	17,300	29,500	38,650	47,800	52,000	61,150	67,250	73,350	228,750
Net Income	44,800	12,500	22,500	29,500	36,500	40,000	47,500	52,500	57,500	138,400
Ending Cash	-23,577	15,000	50,000	90,000	140,000	190,000	250,000	310,000	370,000	370,000

Metric	Value	Calculation
Monthly Fixed Costs	$15,833	$190,000 / 12
Variable Cost per Session	$67	COGS breakdown
Price per Session	$171	$480,000 / 2,800
Contribution Margin per Session	$104	$171 - $67

Contribution Margin %	61%	$104 / $171
Break-Even Units per Month	152	$15,833 / $104
Break-Even Revenue per Month	$26,000	152 x $171
Expected Break-Even Month	14	Per cash flow projection
Safety Margin	48%	(292 sessions - 152) / 292 (Month 12 capacity)

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	61%	61%	62%	55-65% (MedSpa Mgmt)
Operating Margin %	9.3%	13.0%	16.9%	10-15% (Year 2)
Net Profit Margin %	9.3%	12.9%	16.9%	8-12% (Year 2)
Current Ratio	0.8	1.9	2.5	1.5+
Quick Ratio	0.7	1.7	2.3	1.0+
CAC Payback	3.2	2.8	2.5	6-18 months
LTV:CAC Ratio	7.6	8.1	8.5	3.0+
Monthly Burn Rate	7,819	-	-	-
Runway (months)	6.4	-	-	-

SECTION 10: RISK ANALYSIS

Top risks: 1) LaserAway opens Austin clinic (Probability 4/5, Impact 5/5) - they control 40% market share and have $200M revenue. 2) Texas Medical Board audit (Probability 3/5, Impact 5/5) - 22% of medspas face penalties for supervision gaps. 3) Laser malfunction (Probability 2/5, Impact 4/5) - industry average 1.8 incidents/100 devices/year. 4) Economic downturn (Probability 3/5, Impact 3/5) - 2020 saw 35% aesthetic procedure decline.

Mitigation: 1) Contract physician oversight documented weekly; staff CLSO-certified. 2) $65k backup laser (Cynosure Elite+) purchased Year 2. 3) $1M malpractice insurance; 24-hour review of negative reviews. 4) Maintain 3-month cash reserve; pivot to maintenance plans during downturns (78% gross margin).

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
LaserAway expansion	4	5	20	Physician oversight marketing; loyalty discounts	Match pricing on 1 area; focus on Fitz IV-VI	CEO
TMB audit	3	5	15	Monthly supervision documentation; staff training	Hire compliance officer ($60/hr)	CEO
Laser malfunction	2	4	8	Annual service contract; spare parts inventory	Rent replacement ($1,200/week)	COO
Technician turnover	3	3	9	Bonus for 12-month retention ($2,000)	Cross-train front desk	COO
Payment processing fraud	2	3	6	Stripe Radar rules; AVS verification	Require ID for >$300 transactions	COO
Economic downturn	3	3	9	Push maintenance plans (78% margin)	Reduce marketing spend 30%	CEO
Negative review crisis	4	2	8	24-hour response protocol; $50 credit offer	PR agency retainer ($2,500/month)	COO
Rent increase	3	2	6	5-year lease with 3% annual cap	Sublease 600 sq ft	CEO

SECTION 11: IMPLEMENTATION TIMELINE

Priority 1: Achieve 100 sessions/month by Month 3 to validate unit economics. Critical path: Google Ads optimization (target CPC <$3.10) and technician hiring. Month 4-6: Refine package conversion (target 78%) and reduce no-shows to 8%. Month 7-12: Scale to 92 sessions/month while maintaining 61% gross margin. Dependencies: SBA loan closing by Month 2; TDLR licensing by Month 1.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Clinic launch	First 21 clients	SBA loan closed	29 sessions booked	CEO
2	Process optimization	Booking/scheduling SOPs	Jane App configured	No-show rate <15%	COO
3	Unit economics validation	Session cost analysis	First 100 sessions	COGS < $67/session	COO
4	Marketing efficiency	Ad campaign refinements	$6,100 budget	CAC < $120	COO
5	Retention system	Automated SMS workflow	Mailchimp setup	20% referral rate	COO
6	Cash flow positive	Expense tracking dashboard	Accounting software	EBITDA > $0	CEO
7	Staff expansion	PT technician hired	$2,240 salary	120 sessions capacity	CEO
8	Package adoption	Sales script refinement	Consultation data	78% close rate	CEO
9	Profitability path	Break-even analysis	180 sessions	Projected Month 14 profit	CEO
10	Client retention	Maintenance plan rollout	Marketing materials	30% adoption rate	COO
11	Brand authority	Local media feature	PR outreach	20% organic traffic growth	COO
12	Year 2 planning	San Antonio market study	$5,000 budget	Feasibility report	CEO

SECTION 12: APPENDIX

Available upon request: 1) SBA loan commitment letter, 2) Physician supervision agreement, 3) Candela service contract, 4) Detailed market research sources (Grand View Research, ASAPS), 5) 36-month cash flow model with sensitivity analysis. All financial assumptions documented with industry benchmark citations.