# Sample Business Plan to Help You Start a Laser Tattoo Removal Venture

ClearPath Laser, LLC (Colorado LLC formed March 15, 2024) operates FDA-cleared picosecond laser removal services in Boulder, CO. Founder Jordan Reed scaled two LaserAway clinics to $1.8M combined annual revenue (2021-2023). We charge $125-$325/session targeting $380,000 Year 1 revenue with 85% gross margins. Date: October 26, 2024

# 1. EXECUTIVE SUMMARY

30% of US adults have tattoos with 23% of millennials regretting at least one (JAMA Dermatology 2022), driving $1.21B national laser removal market (9.4% CAGR). ClearPath Laser solves inconsistent results and poor patient experiences at high-volume chains through physician-supervised picosecond technology (Cynosure PicoSure Pro/Lumenis Ultra) in a boutique setting. We capture Front Range SOM of $1.8M by Year 3 through $250 average session price (15% below LaserAway's $295 medium tattoo rate) with 85% gross margins.

Revenue model: 1,520 sessions Year 1 ($380,000) at $250 avg price. COGS: $37.50/session (15% of revenue). Fixed costs: $33,600/month. Breakeven at 1,898 sessions (Month 18). Path to $1.118M revenue by Year 3 with 33% EBITDA margin. Patient acquisition cost: $58.60 (Google Ads CPC $4.20, 3.2% CTR, 4.1% conversion).

Seeking $100,000 SBA 7(a) loan (10-year term, 7.5% interest). $78,000 for equipment ($145k PicoSure Pro + $110k Lumenis Ultra partially equity-funded), $12,000 facility buildout, $10,000 working capital. Funds enable 14-month runway to profitability, 75% technician utilization by Month 10, and 4.2% Front Range market share by Year 3. Projected 3.2x ROI by Year 5 exit.

## 2. COMPANY OVERVIEW

Colorado LLC formed March 15, 2024. Chose LLC for pass-through taxation and liability protection. Boulder location selected for 287,000 residents (7.2% tattoo regret rate), $82,500 median household income, and absence of physician-supervised competitors. Ownership: Dr. Elena Martinez (40%), Jordan Reed (35%), Marcus Chen (25%). EIN 84-3321987. NAICS 621790.

Dr. Elena Martinez: Board-certified dermatologist with 12 years experience. Grew Boulder Dermatology laser revenue 37% ($480k to $658k) 2020-2022. Affiliated with Boulder Community Health. Jordan Reed: Scaled two LaserAway clinics to $1.8M combined revenue (2021-2023) with 22% EBITDA margin. Marcus Chen: Licensed laser tech with 6 years experience; reduced patient no-shows 18% at SkinSpirit Denver through SMS automation.

| Date | Milestone | Status | Next Steps |
|---|---|---|---|
| Mar 15, 2024 | LLC Formation | Complete | N/A |
| Apr 30, 2024 | DORA Facility Registration | Complete | N/A |
| May 15, 2024 | Laser Purchase Orders | Complete | Equipment delivery by Aug 1 |
| Jun 1, 2024 | Staff Hiring Complete | Complete | Training completion by Aug 15 |
| Aug 15, 2024 | Facility Buildout | In Progress | Final inspection Aug 30 |
| Sep 1, 2024 | Soft Launch | Pending | 100 sessions by Oct 31 |
| Dec 1, 2024 | Google Ads Campaign | Pending | Target 145 leads/month |
| Mar 1, 2025 | Break Even Volume | Pending | 1,898 sessions achieved |

# 3. MARKET ANALYSIS

TAM: $1.21B US laser removal market (Grand View Research 2023). SAM: $48.4M Colorado market (4% of national). SOM: $1.8M Front Range (Boulder/Longmont/Louisville/Lafayette/Denver West) calculated as 3.7% of SAM based on 287,000 target population (25-45yo), 30% tattoo prevalence, 23% regret rate, 1.2 annual procedures, and 15% market capture by Year 3.

Primary customers: 25-45yo (75%), 58% female, $50k-$120k household income. 38% seek removal for career advancement (e.g., law enforcement, corporate roles). Budget: $500-$2,500 per tattoo. 92% book consultations after online research (RealSelf data). 68% prefer medical clinics over spas (2023 Aesthetic Surgery Journal).

Market trends: 1) Picosecond tech adoption up 22% annually (vs nanosecond); 2) Darker skin treatment demand up 31% (Fitzpatrick IV-VI); 3) Mental health linkage: 44% cite emotional distress (JAMA Dermatology); 4) Corporate policy shifts: 32% of Fortune 500 restrict visible tattoos (up from 24% in 2020).

| Segment | Size ($) | Growth Rate | Our Share Target | Rationale |
|---|---|---|---|---|
| Small Tattoos (<2") | $285,000 | 12% | 8.5% | $99 mini-sessions; 45% of volume |
| Medium Tattoos (2"-6") | $720,000 | 9% | 6.2% | $225 core pricing; 35% of volume |
| Large Tattoos (6"+) | $540,000 | 7% | 4.1% | $325 premium; 15% of volume |
| Aftercare Kits | $255,000 | 15% | 12.0% | $45 add-on; 5% attach rate |

| Category | Total Addressable | Serviceable Available | Serviceable Obtainable | Methodology |
|---|---|---|---|---|
| National | $1.21B | N/A | N/A | Grand View Research 2023 |
| Colorado | N/A | $48.4M | N/A | 4% of national (state population %) |
| Front Range | N/A | N/A | $1.8M | 287k pop x 30% tattooed x 23% regret x 1.2 procedures x $95 avg revenue |

# 4. COMPETITIVE ANALYSIS

Direct competitors: LaserAway (CO revenue $3.2M/year, 4 locations), Removery ($1.1M Denver revenue), SkinSpirit ($780k revenue). LaserAway dominates with 62% local market share but has 2.8/5 Google rating (vs industry avg 4.2) due to rushed sessions (15-min max) and 38% technician turnover. Removery's subscription model ($75/session) has 31% patient churn from inconsistent results.

Competitive advantages: 1) Dual-wavelength tech (PicoSure Pro 755nm + Lumenis 1064nm/532nm) clears multicolor tattoos 30% faster than single-platform competitors (Journal of Cosmetic Dermatology 2023); 2) Physician oversight reduces adverse events to 0.8% (vs industry 3.5%); 3) Transparent pricing: $225 medium tattoo (LaserAway $295); 4) Boutique model: 4 sessions/tech/day (vs 8 at chains) yields 4.7/5 patient satisfaction.

| Competitor | Revenue Est. | Pricing | Key Strength | Key Weakness | Our Differentiation |
|---|---|---|---|---|---|
| LaserAway | $3.2M | $295 med | Brand recognition | 2.8/5 reviews; high turnover | Physician oversight; 4.7/5 target |
| Removery | $1.1M | $75/sub | Digital convenience | 31% churn; mixed results | Superior tech for color removal |
| SkinSpirit | $780k | $350 med | Luxury environment | 28% capacity utilization | 15% lower price; medical focus |
| Tattoo Vanish | $210k | $199 kit | Low cost | Medically ineffective | FDA-cleared technology |
| Local Dermatologists | $450k | $400+ | Trust | Limited availability | Dedicated removal focus |

| Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|
| 1. Dual-platform tech (clears all ink types) | 1. Limited brand awareness | 1. Corporate wellness partnerships | 1. LaserAway expansion to Louisville |
| 2. Physician-led safety (0.8% adverse events) | 2. $100k loan dependency | 2. Mental health insurance coverage | 2. CO scope-of-practice changes |
| 3. 85% gross margins | 3. Single-location risk | 3. Fitzpatrick VI demand +31% YoY | 3. Economic downturn (discretionary spend) |
| 4. $58.60 CAC (below $75 industry avg) | 4. 127-session/month capacity ceiling | 4. Telehealth consults (20% cost reduction) | 4. Equipment downtime (48hr repair avg) |

# 5. PRODUCTS & SERVICES

Core service: Picosecond laser removal using Cynosure PicoSure Pro (755nm for blues/greens) and Lumenis Ultra (1064nm/532nm for black/red). Protocol: 6-12 sessions at 6-8 week intervals. Treats Fitzpatrick I-VI skin types. Includes pre-cooling (Cryo 6 device), laser session (15-45 mins), and digital aftercare tracker. 92% consultation conversion rate (vs industry 78%) via detailed Fitzpatrick/ink analysis.

Pricing: $125 small tattoo (vs LaserAway $150), $225 medium (vs $295), $325 large (vs $425). 15% below competitors to offset new brand status. Aftercare kit $45 (cost $12). Gross margin 85%: $250 revenue - $37.50 COGS (disposables $22.50 + aftercare $15). LTV:CAC 3.8x ($1,100 avg customer value / $289 CAC).

| Tier | Price | Features | Target Customer | Rev % | Gross Margin |
|---|---|---|---|---|---|
| Small Tattoo | $125 | <2"; 15-min session | 25-34yo; career changers | 45% | 82% |
| Medium Tattoo | $225 | 2"-6"; 25-min session | 35-45yo; relationship changes | 35% | 85% |
| Large Tattoo | $325 | 6"+; 45-min session | 40-45yo; cover-up prep | 15% | 87% |
| Aftercare Kit | $45 | Sun protection + silicone gel | All patients | 5% | 67% |

| Metric | Value | Calculation/Notes |
|---|---|---|
| Price per session | $250 | Weighted avg: (45% x $125) + (35% x $225) + (15% x $325) |
| COGS per session | $37.50 | Disposables $22.50 + Aftercare $15 (50% attach rate) |
| Gross Profit | $212.50 | $250 - $37.50 |
| Gross Margin | 85% | $212.50 / $250 |
| CAC | $58.60 | $48k marketing / 820 customers |
| LTV | $1,100 | 4.4 sessions x $250 |

| | | |
|---|---|---|
| LTV:CAC | 3.8x | $1,100 / $289 (CAC incl. sales labor) |
| Payback Period | 5.2 months | $289 CAC / ($212.50 x 4.4 sessions / 12 months) |

# 6. MARKETING & SALES

Go-to-market: 60% digital (Google Ads CPC $4.20 for "laser tattoo removal Boulder"), 20% community (gym partnerships: $25/lead), 10% referrals ($50 credit), 10% direct mail ($0.28/postcard). Targets 145 leads/month at $58.60 CAC. Conversion funnel: 4,350 ad impressions (3.2% CTR = 139 clicks), 5.7 conversions (4.1% rate), 4.4 sessions booked.

Sales cycle: 1) Ad click (3.2% CTR); 2) Consultation booking (38% rate); 3) $75 consult (92% conversion to treatment); 4) 4-6 session package signed (avg $1,100 ARPU). Sales cycle: 14 days from click to first session. 78% of consultations convert same-day via pre-session photos.

Retention: SMS follow-ups (48hr post-session), "Skin Journey" email series (8 emails), loyalty program (1 free session after 10). Target churn: 4.2%/month (vs industry 6.8%). Expansion: Aftercare kit attach rate 50% ($22.50/session incremental).

| Channel | M Budget | Expected CAC | Expected Leads/Month | C R | Expected Customers/Month | ROI | | |
|---|---|---|---|---|---|---|---|---|
| Google Ads | $2,000 | $48.78 | 41 | 4.1% | 1.7 | 3.4x | | |
| Social Media | | $1,000 | $62.50 | | 16 | 4.1% | 0.65 | 2.7x |
| Community Outreach | $667 | $33.35 | 20 | 5.0% | 1.0 | 5.1x | | |
| Referrals | $333 | $16.65 | 20 | 10.0% | 2.0 | 10.2x | | |
| Direct Mail | $333 | $55.50 | 6 | 3.3% | 0.2 | 2.0x | | |

| Month | Google Ads | Social Media | Content/SEO | Events | Other | Total | Leads | Customers |
|---|---|---|---|---|---|---|---|---|
| 1 | $2,000 | $1,000 | $667 | $333 | $333 | $4,333 | 103 | 4.2 |
| 2 | $2,000 | $1,000 | $667 | $333 | $333 | $4,333 | 103 | 4.2 |
| 3 | $2,000 | $1,000 | $667 | $333 | $333 | $4,333 | 103 | 4.2 |
| 4 | $2,200 | $1,100 | $733 | $367 | $367 | $4,767 | 113 | 4.6 |
| 5 | $2,420 | $1,210 | $807 | $403 | $403 | $5,243 | 124 | 5.1 |
| 6 | $2,662 | $1,331 | $887 | $444 | $444 | $5,768 | 137 | 5.6 |
| 7 | $2,928 | $1,464 | $976 | $488 | $488 | $6,344 | 151 | 6.2 |
| 8 | $3,221 | $1,610 | $1,074 | $537 | $537 | $6,979 | 166 | 6.8 |
| 9 | $3,543 | $1,772 | $1,181 | $590 | $590 | $7,676 | 182 | 7.5 |
| 10 | $3,897 | $1,949 | $1,299 | $650 | $650 | $8,445 | 201 | 8.2 |
| 11 | $4,287 | $2,143 | $1,429 | $714 | $714 | $9,287 | 221 | 9.1 |
| 12 | $4,716 | $2,358 | $1,572 | $786 | $786 | $10,218 | 243 | 10.0 |

## 7. OPERATIONS

Daily: 8am-7pm Mon-Fri, 10am-4pm Sat. Capacity: 2 techs x 7.5 billable hours x 2 sessions/hour = 30 sessions/day max. Realistic utilization: Month 1: 35% (10.5 sessions/day), Month 6: 65% (19.5), Month 12: 75% (22.5). Workflow: Online booking (Acuity) -> HIPAA portal intake (TherapyNotes) -> Consultation -> Treatment (pre-cool -> laser -> aftercare instructions) -> SMS follow-up. Max patients: 135/week.

Key vendors: McKesson ($1,200/month disposables), Cynosure/Lumenis ($1,500/month service contract), SkinMedix ($12/aftercare kit). Technology: SimplePractice EHR ($69/month), Acuity Scheduling ($23/month), HubSpot CRM (free), QuickBooks Online ($30/month).

| Vendor/Supplier | Service | Monthly Cost | Contract Terms | Backup Option |
|---|---|---|---|---|
| McKesson Medical | Disposables | $1,200 | Month-to-month | Henry Schein |
| Cynosure | PicoSure Service | $900 | 12-month | N/A |
| Lumenis | Ultra Service | $600 | 12-month | N/A |
| SkinMedix | Aftercare Kits | $450 | 6-month min | Medline |
| MedOne Insurance | Malpractice | $1,000 | Annual | Proliability |

| Tool | Purpose | Monthly Cost | Users | Alternatives Considered |
|---|---|---|---|---|
| SimplePractice | EHR/Billing | $69 | 4 | TherapyNotes ($59) |
| Acuity | Scheduling | $23 | 3 | Calendly ($12) |
| HubSpot | CRM | $0 | 2 | Insightly ($29) |
| QuickBooks Online | Accounting | $30 | 1 | Xero ($13) |
| Stripe | Payments | $0 | N/A | Square ($0) |

# 8. MANAGEMENT TEAM

Structure: CEO (Reed), COO (Chen), Medical Director (Martinez PT). Salaries: CEO $95k, COO $75k, Laser Techs $65k (vs Boulder avg $60k), Front Desk $45k. Bonuses: 5% EBITDA share Year 2+. No advisory board; DORA compliance officer retained ($150/hr).

| Month | Role | Salary | Priority | Source | Onboarding Time |
|---|---|---|---|---|---|
| 1 | Laser Tech #1 | $65,000 | Critical | Indeed | 30 days |
| 1 | Front Desk | $45,000 | Critical | ClinicalJobs.com | 21 days |
| 3 | Laser Tech #2 | $65,000 | High | Referral | 45 days |
| 6 | Part-Time RN | $35,000 | Medium | Local Hospital | 60 days |

# 9. FINANCIAL PLAN

Key assumptions: Month 1: 40 sessions. Monthly growth: 15% (slows to 8% by Month 12). Avg revenue/session: $250 (rises to $260 by Year 3). Churn: 4.2%/month. COGS: 15% of revenue. Fixed costs: $33,600/month. Loan: $100k SBA 7(a) at 7.5%, payments start Month 7 ($1,161/month).

Revenue drivers: 1) Google Ads scaling to 243 leads/month by Month 12; 2) 92% consultation conversion; 3) 4.4 sessions/customer. Growth: Year 2: 74% (2,600 sessions) via CareCredit partnership; Year 3: 69% (4,300 sessions) via corporate wellness deals.

Cost structure: 89% fixed costs ($30,000/month), 11% variable (COGS). Fixed costs scale 5% Year 2 (rent increase), 3% Year 3. Variable costs: 15% revenue (disposables + aftercare). Break-even: 1,898 sessions/year ($403,200 fixed costs / $212.50 contribution margin).

Funding: $100k SBA loan covers $78k equipment (partial), $12k buildout, $10k working capital. Provides 14-month runway to profitability (Month 18). Milestones: 75% utilization by Month 10, 4.2% market share by Year 3.

| Ca | Item | Co | Notes |
|---|---|---|---|
| Equipment | Cynosure PicoSure Pro | $145,000 | Direct from manufacturer |
| Equipment | Lumenis Ultra Platform | $110,000 | Direct from manufacturer |
| Facility | Buildout (medical compliance) | $48,000 | HVAC/HEPA/signage (Boulder bids) |
| Facility | Furniture & Reception | $12,300 | 3 treatment rooms + front desk |
| Marketing | Launch Campaign (6 months) | $24,000 | Google/Social pre-opening |
| Licensing | DORA Registration | $3,500 | Facility + personnel |
| Licensing | Medical Director Fees | $4,500 | Pre-opening oversight |

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|---|---|---|---|
| Legal | LLC Formation | $1,200 | Colorado filing + operating agreement |
| Legal | Compliance Review | $2,800 | OSHA/HIPAA audit |
| Technology | Software Setup | $2,500 | EHR/Scheduling integration |
| Initial Supplies | Disposables Inventory | $3,000 | 3-month supply |
| Initial Supplies | Aftercare Kits | $1,500 | 300 units @ $5 cost |
| Working Capital | 6 Months Operating Expenses | $201,600 | $33,600 x 6 (excl. loan) |
| Insurance | Annual Premiums | $12,000 | Malpractice + GLI |
| Contingency | 10% Buffer | $31,000 | On total costs |
| | **Total** | **$325,000** | |

| C | Type | Monthly Cost | Annual Cost | Notes |
|---|---|---|---|---|
| Rent | Fixed | $4,200 | $50,400 | 1,800 sq ft medical space |

| | | | | |
|---|---|---|---|---|
| Salaries | Fixed | $15,000 | $180,000 | 2 techs $10,833 + front desk $3,750 + CEO $8,333 (PT MD $0) |
| Benefits | Fixed | $3,500 | $42,000 | 15% of payroll |
| Loan Payment | Fixed | $1,161 | $13,932 | Months 7-12 |
| Insurance | Fixed | $1,000 | $12,000 | Malpracti + GLI |
| Software | Fixed | $152 | $1,824 | SimplePr $69 + Acuity $23 + QB $30 + HubSpot $0 + Stripe $30 |
| Utilities | Fixed | $800 | $9,600 | Electricity for lasers |
| Marketing | Fixed | $4,000 | $48,000 | Per Section 6 table |
| Service Contracts | Fixed | $1,500 | $18,000 | Cynosure $900 + Lumenis $600 |
| Professional Fees | Fixed | $500 | $6,000 | Accountin |

| | | | | | |
|---|---|---|---|---|---|
| | Supplies | Variable | $1,200 | $14,400 | $0.80/ses x 1,500 sessions |
| | Aftercare | Variable | $3,600 | $43,200 | $12/sess x 300 sessions (50% attach) |
| | **Fixed Total** | | **$27,313** | **$327,756** | |
| | **Variable Total** | | **$4,800** | **$57,600** | |
| | **Combined Total** | | **$32,113** | **$385,356** | |

| Line Item | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | Y1 Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Revenue | $10,000 | $11,500 | $13,225 | $15,209 | $17,490 | $20,114 | $23,131 | $26,601 | $30,591 | $35,180 | $40,457 | $46,525 | $258,423 |
| COGS | $1,500 | $1,725 | $1,984 | $2,281 | $2,624 | $3,017 | $3,470 | $3,990 | $4,589 | $5,277 | $6,069 | $6,979 | $38,763 |
| Gross Profit | $8,500 | $9,775 | $11,241 | $12,928 | $14,866 | $17,097 | $19,661 | $22,611 | $26,002 | $29,903 | $34,388 | $39,546 | $219,660 |
| Marketing | $4,333 | $4,333 | $4,333 | $4,767 | $5,243 | $5,768 | $6,344 | $6,979 | $7,676 | $8,445 | $9,287 | $10,218 | $67,230 |
| Salaries | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $180,000 |
| Rent | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $4,200 | $50,400 |
| Software | $152 | $152 | $152 | $152 | $152 | $152 | $152 | $152 | $152 | $152 | $152 | $152 | $1,824 |
| Insurance | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $1,000 | $12,000 |
| Service Contracts | $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 |
| Utilities | $800 | $800 | $800 | $800 | $800 | $800 | $800 | $800 | $800 | $800 | $800 | $800 | $9,600 |
| Professional Fees | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $6,000 |
| Loan Payment | $0 | $0 | $0 | $0 | $0 | $0 | $1,161 | $1,161 | $1,161 | $1,161 | $1,161 | $1,161 | $6,966 |
| Total OpEx | $27,485 | $27,485 | $27,485 | $27,919 | $28,395 | $28,920 | $30,657 | $31,292 | $31,989 | $32,758 | $33,599 | $34,531 | $352,020 |
| EBITDA | -$18,985 | -$17,710 | -$16,244 | -$14,991 | -$13,529 | -$11,823 | -$10,996 | -$8,681 | -$5,987 | -$2,855 | $789 | $5,015 | -$132,360 |
| Depreciation | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $2,708 | $32,500 |
| EBIT | -$21,693 | -$20,418 | -$18,952 | -$17,699 | -$16,237 | -$14,531 | -$13,704 | -$11,389 | -$8,695 | -$5,563 | -$1,919 | $2,307 | -$164,860 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Interest | $0 | $0 | $0 | $0 | $0 | $0 | $615 | $605 | $594 | $584 | $573 | $562 | $6,966 |
| Taxes (25%) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Net Income | -$21,693 | -$20,418 | -$18,952 | -$17,699 | -$16,237 | -$14,531 | -$14,319 | -$11,994 | -$9,289 | -$6,147 | -$2,492 | $1,745 | -$171,826 |

| Line Item | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Beginning Cash | $201,600 | $179,907 | $159,489 | $140,537 | $122,838 | $106,601 | $92,070 | $77,751 | $65,757 | $56,468 | $50,321 | $47,829 |
| Cash In (Revenue) | $10,000 | $11,500 | $13,225 | $15,209 | $17,490 | $20,114 | $23,131 | $26,601 | $30,591 | $35,180 | $40,457 | $46,525 |
| Cash In (Funding) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Total Cash In | $10,000 | $11,500 | $13,225 | $15,209 | $17,490 | $20,114 | $23,131 | $26,601 | $30,591 | $35,180 | $40,457 | $46,525 |
| Cash Out (COGS) | $1,500 | $1,725 | $1,984 | $2,281 | $2,624 | $3,017 | $3,470 | $3,990 | $4,589 | $5,277 | $6,069 | $6,979 |
| Cash Out (OpEx) | $27,485 | $27,485 | $27,485 | $27,919 | $28,395 | $28,920 | $30,657 | $31,292 | $31,989 | $32,758 | $33,599 | $34,531 |
| Cash Out (CapEx) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Cash Out (Debt) | $0 | $0 | $0 | $0 | $0 | $0 | $1,161 | $1,161 | $1,161 | $1,161 | $1,161 | $1,161 |
| Cash Out (Taxes) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Total Cash Out | $28,985 | $29,210 | $29,469 | $30,200 | $31,019 | $31,937 | $35,288 | $36,443 | $37,739 | $39,196 | $40,829 | $42,671 |
| Net Cash Flow | -$18,985 | -$17,710 | -$16,244 | -$14,991 | -$13,529 | -$11,823 | -$12,157 | -$9,842 | -$7,148 | -$4,016 | -$372 | $3,854 |
| Ending Cash | $179,907 | $159,489 | $140,537 | $122,838 | $106,601 | $92,070 | $77,751 | $65,757 | $56,468 | $50,321 | $47,829 | $51,683 |

| Metric | Y1 | Y2 Q1 | Y2 Q2 | Y2 Q3 | Y2 Q4 | Y3 Q1 | Y3 Q2 | Y3 Q3 | Y3 Q4 | Y3 Total |
|---|---|---|---|---|---|---|---|---|---|---|
| Revenue | $380,000 | $205,000 | $225,500 | $248,050 | $272,855 | $300,141 | $330,155 | $363,170 | $399,487 | $1,118,000 |
| COGS | $57,000 | $30,750 | $33,825 | $37,208 | $40,928 | $45,021 | $49,523 | $54,476 | $59,923 | $167,700 |
| Gross Profit | $323,000 | $174,250 | $191,675 | $210,843 | $231,927 | $255,120 | $280,632 | $308,695 | $339,564 | $950,300 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| OpEx | $403,200 | $105,000 | $108,150 | $111,395 | $114,737 | $118,179 | $121,724 | $125,376 | $129,137 | $580,000 |
| EBITDA | -$80,200 | $69,250 | $83,525 | $99,448 | $117,190 | $136,941 | $158,908 | $183,319 | $210,427 | $370,300 |
| Net Income | -$171,826 | $45,013 | $54,291 | $64,641 | $76,174 | $89,012 | $103,290 | $119,157 | $136,778 | $242,698 |
| Ending Cash | $51,683 | $88,500 | $131,500 | $180,000 | $235,000 | $300,000 | $375,000 | $460,000 | $555,000 | $555,000 |

| Metric | Value | Calculation |
|---|---|---|
| Monthly Fixed Costs | $33,600 | From OpEx table (excl. COGS) |
| Variable Cost per Session | $37.50 | COGS % x $250 = 15% x $250 |
| Price per Session | $250 | Weighted average |
| Contribution Margin per Session | $212.50 | $250 - $37.50 |
| Contribution Margin % | 85% | $212.50 / $250 |
| Break-Even Units per Month | 158 | $33,600 / $212.50 |
| Break-Even Revenue per Month | $39,500 | 158 x $250 |
| Expected Break-Even Month | Month 18 | Per cash flow projection |
| Safety Margin | 12.7% | (190 sessions - 158) / 190 (Month 18 volume) |

| Metric | Y1 | Y2 | Y3 | Industry Benchmark |
|---|---|---|---|---|
| Gross Margin % | 85% | 85% | 85% | 80-85% (medical aesthetics) |
| Operating Margin % | -21% | 19% | 33% | 15-25% at scale |
| Net Profit Margin % | -45% | 19% | 22% | 10-20% |

| | | | | |
|---|---|---|---|---|
| Current Ratio | 1.2 | 2.1 | 3.8 | 1.5+ |
| Quick Ratio | 1.1 | 1.9 | 3.5 | 1.0+ |
| CAC Payback | 8.4 months | 5.2 months | 4.7 months | 6-18 months |
| LTV:CAC | 3.8x | 4.2x | 4.5x | 3x+ |
| Monthly Burn Rate | $14,319 | $0 | N/A | N/A |
| Runway | 14 months | Unlimited | N/A | 12+ months |

## 10. RISK ANALYSIS

Top risks: 1) Technician turnover (probability 4/5, impact 4/5): Colorado med tech turnover 22% (BLS 2023). Mitigation: $65k salary (8% above market) + $2k CEU reimbursement. 2) LaserAway expansion (probability 3/5, impact 5/5): 62% market share. Mitigation: Physician differentiation; 4.7/5 target rating. 3) Scope-of-practice changes (probability 2/5, impact 5/5): CO DORA proposed rule 2023. Mitigation: Monthly compliance monitoring; 100% physician sign-off. 4) Equipment downtime (probability 3/5, impact 3/5): 48hr avg repair. Mitigation: Service contracts; cross-platform protocols.

Mitigation execution: Turnover - quarterly retention surveys; LaserAway - community partnerships (gym referral program live Month 3); Scope changes - DORA liaison hired Month 2; Downtime - backup device protocol documented Month 1. Contingencies: 1) Cross-train front desk (30hr certification); 2) Price match guarantee; 3) Lobbying via Colorado Medical Society; 4) 10% revenue reserve fund.

| Risk | Probability | Impact | Risk Score | Mitigation Strategy | Contingency Plan | Owner |
|---|---|---|---|---|---|---|
| Tech Turnover | 4 | 4 | 16 | $65k salary + $2k CEU | Cross-train front desk | Chen |
| Competitor Expansion | 3 | 5 | 15 | Physician differentiation | Price match guarantee | Reed |
| Regulatory Change | 2 | 5 | 10 | DORA monitoring | Lobbying fund | Martinez |
| Equipment Downtime | 3 | 3 | 9 | Service contracts | 10% revenue reserve | Chen |
| Low Patient Volume | 4 | 3 | 12 | Google Ads optimization | Pre-sell consult packages | Reed |
| Adverse Event | 2 | 5 | 10 | Mandatory screening | Malpractice reserve | Martinez |
| Economic Downturn | 3 | 4 | 12 | CareCredit partnership | Basic package discount | Reed |
| Reputation Damage | 3 | 3 | 9 | Review response protocol | PR retainer | Reed |

## 11. IMPLEMENTATION TIMELINE

Priority 1: Achieve 75% technician utilization by Month 10 through Google Ads scaling (Month 4) and referral program launch (Month 3). Critical path: Facility inspection (Aug 30) -> Staff training (Sept 1-15) -> Soft launch (Sept 16). Dependencies: DORA approval (Aug 20) required for training.

| Month | Milestone | Deliverables | Resources Needed | Success Metric | Owner |
|---|---|---|---|---|---|
| 1 | Facility Buildout | Medical HVAC installed | $48k budget; contractors | Inspection passed Aug 30 | Chen |
| 2 | Staff Training | Certified technicians | Laser manuals; MD oversight | 100% protocol compliance | Martinez |
| 3 | Referral Program Launch | 20 gym partnerships | $667 budget; contracts | 20 leads/month by Month 4 | Reed |
| 4 | Google Ads Campaign | Ad account live | $2,200 budget; creatives | 113 leads/month | Reed |
| 5 | CareCredit Integration | Payment processing | Integration fee $500 | 15% payment plan uptake | Chen |
| 6 | First 100 Sessions | Completed treatments | All staff trained | 4.5/5 patient satisfaction | Martinez |
| 7 | Loan Payments Begin | First $1,161 payment | Cash reserve $10k | On-time payment | Reed |
| 8 | Corporate Partnership | 1 signed contract | Proposal deck | $5k revenue/month | Reed |
| 9 | 50% Capacity Utilization | 15 sessions/day avg | Marketing budget $7,676 | 166 sessions/month | Chen |
| 10 | 75% Capacity Utilization | 22.5 sessions/day avg | Full staff capacity | 243 sessions/month | Chen |
| 11 | Positive Cash Flow | Net income > $0 | Revenue $40,457 | $789 EBITDA | Reed |
| 12 | Year 1 Review | Financial audit | Accountant; data | 100% target achievement | Reed |