

The Ultimate Online Resource for Physical Therapy Exercises

Prepared by Alex Mitchell, SPT, and Hailey Humphrey, SPT

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# OPERATIONS

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## PURPOSE

To create a one-stop exercise prescription and educational resource for clinicians and students to search by muscle group (or in later phases by diagnosis).

## MISSION STATEMENT

MVMT Hub (<http://www.mvmt-hub.com>) aims to provide an exhaustive, evidence-based, well-indexed online resource for physical therapy clinicians and students.

## ORGANIZATIONAL VALUES

1. Niche
   1. For Physical Therapy Clinicians and Students by Physical Therapy Students
2. Specificity
   1. Broken down to target specific muscles
3. Efficiency
   1. Easily navigable and user-friendly interface
4. Comprehensibility
   1. Information is included for each muscle in the body
5. Versatility
   1. Progressions and regressions for each exercise so that all patient-levels can be addressed

## DESCRIPTION OF SERVICES

*Online Muscle Library*

1. Description of each muscle in the body
   1. Origin
   2. Insertion
   3. Innervation
   4. Action
   5. Muscle group
2. Visual diagrams of each muscle in the body

*Exercise Prescription Guidelines*

1. Rep Ranges
   1. Strength
   2. Power
   3. Hypertrophy
   4. Muscular Endurance
2. Frequency & Rest Suggestions
3. Volume Suggestions
4. RPE Explanation

*Exercise Catalog*

1. Phase 1:
   1. Exercises to specifically target/bias each muscle in the body
      1. Written descriptions of the exercises
      2. Video examples of the exercises
      3. Progressions and Regressions for each exercise
   2. Isometric, Concentric, Eccentric Exercises for each muscle in the body
   3. Compound Movement Exercises for each joint in the body
2. Phase 2:
   1. Exercises for specific Orthopedic Physical Therapy Diagnoses
3. Phase 3:
   1. Exercises for specific Patient Populations
      1. Pediatric
      2. Geriatric
      3. Bariatric
      4. Neurologic

*Online Membership Subscription*

1. Free access to the Muscle Library
2. Free access to Exercise Prescription Guidelines
3. Paid access to Exercise Catalog content
   1. Clinician fee
   2. Student Discount

## ORGANIZATIONAL & LEGAL STRUCTURE

*Operational and Ownership Structure*

1. LLC — Limited Liability Company
   1. Federal Taxes filed as Partnership initially, may adjust per advisement
2. Co-Ownership (50-50)
3. Privately Owned
4. For-Profit Business

*Employees and Job Titles*

1. Alex Mitchell, Co-Owner and General Manager
2. Hailey Humphrey, Co-Owner and Chief Financial Officer
3. (Contracted) Website Designer, Coder and Maintenance
4. (Contracted) Graphic Designer

## PERSONNEL REQUIREMENTS & JOB DESCRIPTIONS

***Owners***

1. **Alex Mitchell, SPT**

Endlessly an optimist yet a realist, Alex has a heart for good communication, helping others, and providing excellent, accessible education to her fellow pursuers of physical therapy. Coming from a background of both college ministry and five years as a surgical technician, she is meticulous in troubleshooting and caring in networking, making her uniquely suited to the role of Primary Networker as well as managing the majority of regulations and logistics.

Responsibilities:

* Primary Networker and Sales Professional
* Logistics and Meeting Coordinator
* Actor
* Educator

1. **Hailey Humphrey, SPT**

Hailey is good-hearted, genuine, knowledgeable and thorough - all excellent characteristics of a physical therapist. Additionally, Hailey has a strong history in videography, photography, and graphic design, thus she wears the hat of “Creative Director” wonderfully. She has experience running the front office of a wellness center, and is well-equipped to take on the role of Financial Manager based on her degree in mathematics.

Responsibilities:

* Creative Director and Video Editor
* Financial Manager
* Regulations Manager
* Secondary Networker and Sales Professional
* Actor

*Employees*

1. None

*Contracted Employees*

1. **Graphic Designer**
   * A creator of engaging, on-brand graphics for online media use

Responsibilities:

* + Study design briefs on human anatomy and determine requirements
  + Schedule projects and define budget constraints with Co-Owners
  + Conceptualize visuals based on requirements
  + Prepare rough drafts and present ideas to Co-Owners
  + Develop illustrations, logos and other designs using software or by hand
  + Use the appropriate colors and layouts for each graphic
  + Work with copywriters and creative director to produce final design
  + Test graphics across various media
  + Amend designs after feedback
  + Ensure final graphics and layouts are visually appealing and on-brand

Requirements and Skills:

* + Proven graphic designing experience as evidenced by a strong portfolio of illustrations or other graphics
  + Familiarity with design software and technologies (such as InDesign, Illustrator, Dreamweaver, Photoshop, etc)
  + A keen eye for aesthetics and details
  + Excellent communication skills
  + Ability to work methodically and meet deadlines
  + Degree in Design, Fine Arts or related field is a plus, as is an in-depth knowledge of human anatomy

1. **Website Developer / IT**
   * We are looking for an outstanding Web Developer to be responsible for the coding, innovative design and layout of MVMT Hub. Web developer responsibilities include building our website from concept all the way to completion from the bottom up, fashioning everything from the home page to site layout and function, as well as providing ongoing and timely site maintenance when needed.

Responsibilities:

* + Write well designed, testable, efficient code by using best software development practices
  + Create website layout/user interface by using standard HTML/CSS practices
  + Integrate data from various back-end services and databases
  + Gather and refine specifications and requirements based on technical needs
  + Set up and maintain email domain and “contact us” area of site
  + Create and maintain software documentation
  + Be responsible for maintaining, expanding, and scaling the site
  + Stay plugged into emerging technologies/industry trends and apply them into operations and activities
  + Cooperate with Graphic Designer to match visual design intent

Requirements and skills:

* + Proven working experience in web programming
  + Top-notch programming skills and in-depth knowledge of modern HTML/CSS
  + Familiarity with at least one of the following programming languages: PHP, ASP.NET, Javascript or Ruby on Rails
  + A solid understanding of how web applications work including security, session management, and best development practices
  + Adequate knowledge of relational database systems, Object Oriented Programming and web application development
  + Hands-on experience with network diagnostics, network analytics tools
  + Basic knowledge of Search Engine Optimization process
  + Aggressive problem diagnosis and creative problem solving skills
  + Strong organizational skills to juggle multiple tasks within the constraints of timelines and budgets with business acumen
  + Ability to work and thrive in a fast-paced environment, learn rapidly and master diverse web technologies and techniques.
  + BS in computer science or a related field

## GEOGRAPHIC LOCATION

*Durham, NC*





3622 Lyckan Pkwy, Durham, NC 27707

* 1. Unit #3003
  2. 620 square feet

## FACILITY REQUIREMENTS

*Office Space*

1. Meeting space for idea generation and content creation
2. Space for filming exercise videos

*Hours of Operation*

1. Office Space & Tech Support: Monday - Friday — 8:00am - 5:00pm
2. Website Availability: 24/7

*Supplies and Fees*

1. Rent
   1. Includes water
2. Utilities
   1. Energy
   2. Internet
   3. Work Phone
3. Equipment for Filming
   1. Camera
   2. SD Card
   3. Tripod
   4. Lighting
   5. Backdrop
   6. Gym equipment
      1. Dumbbells
      2. Therabands
      3. Small Exercise Ball
      4. Yoga Mat

## REGULATORY REQUIREMENTS

*Professional Liability Disclaimer:*

1. Disclaimer: This information is for educational purposes only and does not substitute for professional medical advice or consultation with a licensed healthcare professional.

*Credit Card Liability Disclaimer:*

1. We process credit cards through Stripe. Your information is submitted directly to Stripe and will not be stored or seen by MVMT Hub.

## CONSULTANT NEEDS

*Attorney*

1. An attorney will be consulted upon the start-up of the business to ensure all legal documents and agreements (regulatory requirements, business permits, LLC Articles of Organization, LLC Operating Agreement, Business Licenses, Federal Tax ID, etc.) are drafted and obtained according to legal standards.

*Accountant*

1. An accountant will be consulted upon the start-up of the business to help prepare financial documents, open business bank accounts, etc. according to legal standards.
2. This accountant will be consulted as-needed throughout the business’ lifetime to provide continued monitoring of financial success.
3. This accountant will also be responsible for filing taxes each year.

## OUTCOMES ASSESSMENT STRATEGIES: Development Phase

*Weekly Check-in Meetings*

1. The owners plan to meet for 30 minutes at the beginning of each week to discuss progress towards projects and assign weekly goals.
2. Meetings with contractors will take place on an as-needed basis to address short-term goals.

*Monthly Strategy Meetings*

1. The owners plan to meet for one hour at the beginning of each month to discuss productivity for the previous month and marketing strategies for the upcoming month. These meetings will also be used to discuss what is working well and what is not working well so that necessary changes can be identified and made for the betterment of the company.
2. One-year, three-year, and 10-year plans will be developed and reviewed, as well as subscription agreements for users.
3. Productivity and reach of our website will be tracked and measured for comparison to previous months through the following ways:
   1. Total number of members / subscribers at the end of each month
   2. Number of new members / subscribers each month
   3. Number of videos published on the website per month
   4. Number of visits to the website per month
   5. Number of views on each video

*Quarterly Strategy Meetings*

1. The team plans to meet for three hours at the beginning of each quarter to go over completed projects and assign new quarterly projects. These meetings will also be used to discuss what is working well and what is not working well so that necessary changes can be identified and made for the betterment of the company.

*Yearly Assessment Meetings*

1. The owners plan to meet for a full day at the beginning of each year to identify where the company currently is as well as its progress through the planned Phases. They will discuss and revise the 1-year, 3-year, and 10-year plans for the company. These meetings will also be used to discuss what is working well and what is not working well so that necessary changes can be identified and made for the betterment of the company.
2. Productivity and reach of our website will be tracked and measured for comparison to previous years through the following ways:
   1. Total number of members / subscribers at the end of the year
   2. Number of new members / subscribers that year
   3. Number of videos published on the website that month
   4. Number of visits to the website that year
   5. Number of views on each video

## OUTCOMES ASSESSMENT STRATEGIES: Steady-State Maintenance Phase

*Monthly Check-in Meetings*

1. The owners will meet at the beginning of each month to discuss maintenance strategies, scale-up development, upgrades to the site, and additional networking opportunities.
2. To ensure MVMT Hub is maintaining at a Steady-State, productivity will be tracked through the following ways:
   1. Total number of members / subscribers at the end of each month
   2. Number of new members / subscribers each month
   3. Number of videos published on the website per month
   4. Number of visits to the website per month
   5. Number of views on each video

## EXIT STRATEGIES

In a perfect world, the owners would like to keep MVMT Hub operational under Alex Mitchell, SPT and Hailey Humphrey, SPT until retirement. Upon retiring, the company would be sold so that it remains operational as a resource to practicing physical therapy clinicians and students. There will always be a need for educating the next generation of physical therapists as the wealth of medical knowledge continues to grow, and an online resource such as MVMT Hub has the unique ability to adapt to a changing educational landscape.

However, in the event that MVMT HUb does not break even and become a profitable business within the first five years, the owners will attempt to sell the company to a secondary party: potentially a) a new owner, b) a current employee, c) a trusted classmate or other professional in the field of physical therapy, or d) a larger, health education-related company that would acquire MVMT Hub. If unable to sell, it would follow that MVMT Hub would be liquidated, assets would be sold and debts paid off to gradually dissolve the company.

Required next steps for exit strategy:

1. Complete any outstanding or remaining requirements (terminate rental agreement, release contractors from obligations, notify subscribers, etc.)
2. Have attorney review business contracts regarding contracted employees and ensure comprehensive exit strategy plan is in place and being followed
3. Have accountant audit financial statements to ensure they are in order

Additionally, any possible succession strategies will be developed at a later date, as well as a strategy for taking on additional partners or owners.

# MARKETING

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## TARGET MARKET

*MVMT Hub’s target market includes Physical Therapy students and practicing clinicians. These are the individuals who would access the website and purchase subscriptions. In addition to marketing to the students and young clinicians directly, the plan is to market subscriptions for MVMT Hub to the PT programs these students attend and to the practices that employ them.*

## COMPETITION

*Other online competitors include but are not limited to the following:*

1. Exrx.net
2. Physiotherapyexercises.com
3. ACE and NASM online exercise libraries
4. NSCA Exercise Technique Videos
5. Therapia Rehab Plans and Exercises

## WHAT MAKES MVMT HUB DIFFERENT?

*While there are other websites available (both free and subscription-based) promoting exercises based on muscle action, there are some key differences between those offerings and MVMT Hub. The following are key differences which will allow MVMT Hub to stand out:*

1. AUDIENCE:
   1. MVMT Hub is targeted specifically to Physical Therapists and Physical Therapy Students (not Athletic Trainers, Personal Trainers, or the general public)
2. SPECIFICITY:
   1. MVMT Hub breaks down how to target and bias a specific muscle for patient-personalized rehab (rather than only including muscle group exercises)
3. EFFICIENCY:
   1. MVMT Hub’s website is quick and easy to navigate by identifying the muscle to target (rather than having to search an exercise to learn how to do it)
   2. A top priority of MVMT Hub will be to be extremely well-indexed, and therefore searchable by many different keywords, diagnoses, origin/insertion points, exercise name, etc. for ease of use
4. COMPREHENSIBILITY:
   1. MVMT Hub includes information about each muscle in the body (rather than only including muscles specifically targeted when working out in a gym)
5. VERSATILITY:
   1. MVMT Hub provides ways to progress, regress, and change exercises to achieve patient-personalized rehab (rather than only including one exercise or one exercise difficulty for a muscle or muscle group)

## PHASE 1: BETA TESTING

*Given that the owners are both University of North Carolina DPT students with connections to the state of North Carolina, AND the primary market is students and clinicians, the plan is to capitalize on connections and network with the NC State University system for early beta-testing and feedback.*

1. Pitch to the Doctor of Physical Therapy programs at:
   1. UNC-CH
   2. Duke University
   3. Eastern Carolina University (ECU)
   4. Western Carolina University (WCU)
   5. Winston-Salem State University (WSSU)
   6. Elon University
   7. Wingate University
   8. Campbell University
   9. Methodist University

*This is not an exhaustive list of potential institutional connections.*

For connections that are local to Durham, Chapel Hill, and other nearby communities, the owners would reach out to program directors, clinicians, clinical coordinators, and other faculty to pitch to students within the classroom setting, either in-person or via Zoom. They then would follow up any short presentation with an email including a link to the beta site, where students or faculty can create an account and begin using MVMT Hub as a beta testing- subscriber.

The beta-subscribers could then expect a follow-up email within one week with a survey asking for feedback on their experience with the site, including space for elaboration and constructive criticism. As motivation and a token of appreciation for filling out the survey, we will offer six $25 gift cards that will be handed out to six randomly-selected winners once all surveys have been collected.

The owners, as sales professionals, would be available via phone or email for any questions that may arise.

### BETA TESTING OPTIONS

Access to the beta version of MVMT Hub would be offered to beta-subscribers for a two-week period. After that, they would retain their login information but would be designated “free” members until they subscribe via the student or clinician fee.

## PHASE 2: MARKETING LOCAL TO THE TRIANGLE AREA

*Once the beta-testing phase is complete, the website will be considered available for subscription purchases. Much of the early marketing will be word of mouth from the owners, then later as more subscribers join, will increasingly rely on word of mouth by current users as well as online advertising, social media, and other means.*

The next phase is to market heavily to the UNC Hospital system and local clinics within local network:

1. UNC Physical Therapy Services at Meadowmont - Chapel Hill, NC
2. UNC PT Services at the Ambulatory Care Center - Chapel Hill, NC
3. FIT Physical Therapy - Durham, NC
4. University Physical Therapy - Hillsborough, NC
5. UNC-REX Institutions - across North Carolina
6. Duke University Hospital Therapy Services - Durham, NC
7. Baptist Health Therapy Services - Winston-Salem, NC
8. Novant Health Physical Therapy Services - across North Carolina
9. Moses Cone Hospital - Greensboro, NC

With continued networking and sales, increased awareness and utilization of MVMT Hub will spread to other physical therapy institutions outside of North Carolina and across the United States.

### Key Marketing Strategies

| Networking | In-person  presentations | Zoom Pitches | Brochures at local clinics and schools | Online advertising |
| --- | --- | --- | --- | --- |
| Network with alumni of UNC DPT (particularly recently alumni) through on-campus connections and available directory information | Pitch MVMT Hub in the classroom setting to students in programs within a certain local radius of Durham | Pitch MVMT Hub via Zoom to DPT programs across the country as we network with them | Distribute brochures, pamphlets and flyers to local clinics and post on announcement boards at local schools | Emails, online advertisements on relevant websites and social media accounts |

## PHASE 3 & BEYOND:

1. Once the subscriber count reaches a certain threshold, MVMT Hub would be marketed to entire United States-based DPT programs as a supplement to their institutions. Institutions would be encouraged to purchase access to MVMT Hub for their students.
2. This also has the benefit of generating interest for the student to purchase access on their own after graduating, obtaining licensure, and beginning their work as a clinician.
3. Strategies to scale up MVMT Hub will be discussed at key intervals during the Steady-State phase to ensure the continued health and growth of the resource.

# 

# FINANCIALS

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## ANNUAL OPERATIONAL BUDGET

*Fixed Expenses*

1. Rent
2. Utilities
   1. Phone & Internet
   2. Energy
3. Loan Repayment
4. Insurance
   1. General Liability Insurance
   2. Cybersecurity Insurance
      1. Includes SSL Certificate
5. Owner Salaries
6. Website
   1. Maintenance
   2. Backup
   3. Domain
7. Zoom Professional
8. Taxes — budget 30% of income for this
   1. Federal Income Taxes
   2. Sales Taxes
      1. Stripe will already account for this
   3. 15.3% Self-Employment Tax (for Social Security and Medicare) for each owner
   4. Filing as a Partnership for Federal purposes — $200 partnership fee
9. Total Fixed Expenses:
   1. $88,843.53

*Variable Expenses*

1. Contracted Employee Wages
   1. Graphic Designer
   2. Website Developer / IT
2. Other Professional Services
   1. Accountant as needed
      1. Filing Taxes — $200
      2. General Consulting — $80/hr
3. Exercise Equipment
   1. New Equipment for Future Modules and Phases
   2. Fixing/Replacing Current Equipment
4. Marketing
   1. Paper products (brochures, flyers, etc)
   2. In-person and Zoom Pitches
   3. Word of Mouth
   4. Online Advertising (including Search Engine Optimization)
   5. Etc.
5. Total Variable Expenses:
   1. $31,760.00

*Operational Budget Expenses*

1. $120,608.53

*Operational Budget Revenue*

1. Membership Subscriptions
   1. Subscriptions will be processed through Stripe
      1. Stripe will retain the following for each payment:
         1. 3.4% + $0.30 per successful card charge
         2. 0.5% on recurring payments
         3. 0.5% per transaction to automate tax calculation and collection
   2. Practicing Clinician Monthly Price: $50
   3. DPT Student Monthly Price: $20
2. Assuming 3,375 units of service will be sold within the first year of operation, $85,116.15 in revenue will be expected for Year 1.
3. Assuming 16,200 units of service will be sold within the second year of operation, $408,557.52 in revenue will be expected for Year 2.
4. Assuming 16,800 units of service will be sold within the third year of operation (and each year thereafter), $423,689.28 in revenue will be expected yearly for Year 3 and beyond.

*Operational Budget = Revenue - Expenses*

1. Year 1
   1. -$35,492.38
2. Year 2
   1. $287,948.99
3. Year 3 and beyond
   1. $303,080.75 per year

## CAPITAL BUDGET

*Start-up Expenses*

1. Professional Start-up Consults
   1. Attorney
   2. Accountant
2. Security Deposit for Office Space
   1. 1-month’s rent
3. Contractor Service Fees
   1. Initial Website Development
   2. Graphic Designer Anatomy Renderings
4. Website Domain
5. Videography Equipment
   1. Camera
   2. Microphone
   3. SD card
   4. Tripod
   5. Lighting
   6. Backdrop
6. Video Editing Software
   1. DaVinci Resolve 18
7. Gym Equipment
   1. Therabands — yellow, red, green
   2. Dumbbells — Pair 5lb, Pair 10lb, Single 30lb
   3. Yoga Mat
   4. Mini Exercise Ball
8. Office Furniture
   1. Chairs
   2. Desk
   3. Laptops
9. Beta-Testing Gift Cards

*First 3 Months of Operational Budget*

1. MVMT Hub will not be generating revenue during the first 3 months of operation due to Content Creation and Beta-Testing Periods. Therefore, the first 3 months of MVMT Hub’s operational budget consist solely of expenses.
2. $40,202.84

*Total Capital Budget*

1. $54,025.97

## LOAN

In order to make MVMT Hub a reality, the owners will request a $55,000 bank business loan from J.P. Morgan Chase Bank to be put towards development and to cover the capital budget. It is anticipated, given the projected growth of the physical therapy industry, that MVMT Hub will surpass the number of users to maintain profitability within the first 18 months. Thus the loan will be fully paid off in five years.

## PRODUCTIVITY ESTIMATES

*One month subscription = 1 unit of service (UOS).*

*Content Creation Period*

1. 1 month
2. No Membership Subscriptions Purchased

*Beta Testing Period*

1. 2 months
2. No Membership Subscriptions Purchased

*First 3 Months of Service*

1. Months 4-6 of MVMT Hub in Operation
2. Grow from 50-200 new subscribers

*Second 3 Months of Service*

1. Months 7-9
2. Assuming compound growth, MVMT Hub will grow to 400 total subscribers

*Third 3 Months of Service*

1. Months 10-12
2. MVMT Hub will grow to 800 total subscribers

*Year 2*

1. Months 13-15
   1. MVMT Hub will grow to 1400 total subscribers
2. Months 16+
   1. Assuming MVMT Hub remains steady at 1400 total subscribers

## BREAK-EVEN ANALYSIS

*Fixed Costs*

1. $88,848.53

*Price*

1. $20 per month for students
   1. Assuming 40% of members will be students
2. $50 per month for clinicians
   1. Assuming 60% of members will be clinicians
3. Average price of a month of membership (average price of a UOS)
   1. $38
4. Stripe will charge 4.4% + $0.30 per UOS
   1. Stripe retains $1.97 of the $38 UOS
5. 30% of our income will be set aside for tax purposes
   1. $10.81 of each UOS will be set aside
6. MVMT Hub will accrue $25.22 as revenue for each UOS sold

*Variable Cost*

1. $31,760.00

*Total Units of Service*

1. Year 1
   1. 3,375 total UOS
2. Year 2
   1. 16,200 total UOS
3. Year 3 and beyond
   1. 16,800 total UOS

*Break-Even Analysis*

1. Based on the total number of units of service for Year 1, MVMT Hub will “break even” on the first year’s Operational Expenses after 5,620 units of service are purchased.
   1. MVMT Hub will reach that selling point during Month 15 of operation.
2. Based on the total number of units of service for Years 1 & 2 combined, MVMT Hub will “break even” on the first two years’ Operational Expenses after 8,087 units of service are purchased.
   1. MVMT Hub will reach that selling point during Month 16 of operation.

## 

# 

# DISCUSSION

*In researching for this project, we acknowledge that there would be a lot - a LOT - of directions that this project could go.*

Hailey and Alex are both bargain hunters as well as good networkers. While we were encouraged to “go big or go home” with this project, and we therefore made some more bold financial decisions, there are a few ways that we would choose to save money if we were to start up MVMT Hub in real life. Firstly, we would likely elect to begin filming our videos in a spare room in one of our homes, rather than renting a whole separate meeting space. Hailey also has some very nice camera equipment already (and phone cameras are getting better all the time) and she would feel comfortable using it for “commercial” use, at least in the first phase of our business. Additionally, Alex is a bit of a Craigslist and Facebook Marketplace fiend when it comes to furniture, so many of the office supplies and office furniture she could snag for bargain prices online. We also would be more likely to use our own laptops and gym equipment, rather than purchasing entirely new products at start-up.

Additionally, more research would be key to examine other options of revenue for sustainability purposes. Likely, ad revenue would be an ideal option

We also acknowledge that because our intended audience of DPT students and young clinicians is fairly narrow, in a real-life scenario, we may have to consider broadening our audience to include pre-DPT students, athletic trainers, personal trainers, etc. in order to be financially viable. Therefore, we could consider adding an additional pitch tier of the pre-Physical Therapy program and kinesiology tracks at, but not limited to:

* 1. UNC-CH
  2. UNC Greensboro
  3. UNC Charlotte
  4. UNC Wilmington
  5. Queens University in Charlotte

Additionally, we anticipate that marketing costs will vary wildly depending on the development phase. We might even consider a salary cut in the first few months in order to pay for wider online visibility. Marketing can scale up quickly as MVMT Hub expands to wider and wider audiences.

# RESOURCES

1. Insurance
   1. General Liability
      1. <https://www.insureon.com/small-business-insurance/general-liability/cost>
   2. Cybersecurity
      1. <https://advisorsmith.com/business-insurance/cyber-liability-insurance/cost/>
2. Tax Information
   1. Subscription and sales tax
      1. <https://wedevs.com/blog/397461/subscription-tax-for-membership-site/>
   2. Federal Income Taxes & Self-Employment Taxes
      1. <https://bench.co/blog/tax-tips/llc-tax-rate/>
3. Small Business Loan Fees and Interest Rates
   1. <https://www.nerdwallet.com/article/small-business/small-business-loan-rates-fees>
   2. <https://www.lendingtree.com/business/rates/>
   3. “Business Loan Calculator” at calculator.net
4. Other Professional Services
   1. Attorney
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