

Design the promise. Then price it.

Use one offer and one location. Work in dollars and actual appointment time.

Practice / location: _____ Date: _____

1 Choose the goal and the benefit

Primary goal and how we will measure it: _____

Who is this for? _____

Model: dollar credit / included service / treatment funding
access / service credits / earned rewards

Monthly or annual charge: \$ _____ Minimum commitment: _____

What is included, and when is it available? _____

What costs extra? _____

2 Cost full use of the benefits

Use a single period throughout. Include owner time; count each labor cost once.

A	Supplies / products for all included benefits	\$	_____
B	Provider labor (treatment and turnover)	\$	_____
C	Other variable benefits / administration	\$	_____
D	Processing and platform fees for this period	\$	_____
E	Total variable cost: $A + B + C + D$	\$	_____
F	Fee collected for the same benefits and period	\$	_____
G	Contribution before fixed costs: $F - E$	\$	_____

Fixed-cost allowance for this period: \$ _____

Remainder after that allowance: \$ _____

This is a planning result, not net profit. Add acquisition costs, taxes, financing and any costs not yet counted.

Test the calendar and the cash.

Complete this before choosing an enrollment cap or opening recurring billing.

3 Count the slots you can actually promise

Usable spare hours in the promised windows: _____

Hours reserved for variation / existing obligations: _____

Minutes per benefit, including turnover: _____

Available slots = (usable spare hours - reserved hours) x 60 / minutes per visit

Visits per member in a full-use month: _____ Capacity cap: _____

Cap if members redeem accumulated visits: _____

4 Keep cash and unused benefits separate

Opening credit + new paid credit - redeemed credit - refunded credit = closing credit

Cash collected this month: \$ _____

Closing unused dollar credit / visits still owed: _____

Estimated delivery cost AND separate refund exposure: \$ _____

Reconcile this record to your software and accountant. Do not count credit twice.

5 Stress-test the plan and prepare the terms

- ☐ Every included benefit is used; the expensive service mix is affordable.
- ☐ An early expensive benefit is used, then later payments stop.
- ☐ Members return together; a provider is absent or a room is unavailable.
- ☐ Existing full-price visits move into membership; contribution still works.
- ☐ Cancellation, unused balances, eligibility and refunds have been reviewed.

Decision: launch small / revise / postpone. Main reason: _____

Pilot limit and review date: _____

Assumptions or questions for our accountant / counsel: _____