



Road Services
Business Plan 2023-24

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Executive summary

1. Executive summary

Our mission is to offer “**convenient, affordable and focused massage accessible to everyone**”

Minute Massage aims to capitalise on a hole in the marketplace by providing a “**pay by the minute**” **clothed and seated massage** in the road services. Currently, no business in England offers the combination of the services, quality and pricing we offer.

By trying to create an altogether new industry, we have pushed innovation in this industry and tried things no one else has attempted. We were the first to set up in a Roadchef in 2019, and after a three year covid break, we were the first in Grand Central Birmingham (above New st Station) in 2022.

In the UK, people are accustomed to the same stuffy type of massage with the bells and whistles and poor quality treatment. We break that mould. People can walk in without need of a booking, our vibe is friendly, light-hearted, but professional. Our background music is old classics (motown, 80s) - no whale music.

All employees have the highest calibre of training. At a minimum, our staff are qualified in Sports Massage, and Physiotherapy. This offers a high quality treatment at a fraction of the cost and time. Which is why our reputation is second to none.

Recently moving to Birmingham city centre in November 2023 we are now in the heart of the city and within walking distance of all major offices to provide corporate packages for employee wellness. We are also in early negotiations with building managers and landlords to arrange for our employees to work in the offices on a regular basis.

There is a very high margin with this service, with the majority of expenses being rent and wages. When determining potential profitability we use the “pod” system - which is an encompassing term for a chair/table/corporate massage. At £1 per minute, we can potentially earn up to £60 per hour per pod and with most staff paid between £11-£14 per hour, a high profit can be achieved if we have enough pods active and in popular locations.

We are aiming to have our business back in the **road services**. Doing so will make this company a nationally recognised business overnight. From our experience previously working in the road services, this was very quick to set up, with minimal delays (from first conversation to opening our shop we were ready and open within 6 weeks). And now that road services offer charging points for electric vehicles, We can capitalise on a market of drivers who are forced to stay there for anywhere up to an hour waiting for their vehicle to charge.

By having our large store in the city centre, we have the capacity to train staff in store and like a conveyor belt, have them ready to deploy to wherever the road service is located. A road service would be able to fit between 4-6 pods, and potentially be open 10 hours a day.

We had previously attempted contact to get this into an airport and train station - but were considered not “big” enough. This concept in an airport would be a licence to print money. We are hoping that if we can get into the road services again, this will possibly help our chances of getting into Heathrow.

This company aims to be a nationally recognisable brand, capable of being in every big city, every road service, every airport and every big building.

2. Business details

Company name: Minute Massage

Address: Unit 18s Martineau Place Shopping Centre, B2 4UW

Telephone number: 07709082186

Legal status: Limited Company

Advisors: None

Are you / will you be VAT registered: No, but will be once cross threshold

Do you have an online presence: www.minutemassage.co.uk

The business will:

Provide various forms of massage service to customers.

- *Clothed and seated massage*
- *Table/Sports Massage*
- *Corporate Massage*
- *Home Massage*

Key personnel

Details of owner:

Name: Anthony Criddle

Position Director

Main responsibilities: Massaging, advertising, managing, building, designing, web maintenance - in short, everything

Previous employment: Worksafe Victoria Advisor (workers compensation),

Key skills brought to the business: Dispute resolution, Innovation, Thinking outside of box

Business experience and any training undertaken: Small business training as part of diploma (Australia)

Academic/professional qualifications: VCE Caulfield Grammar 1996 ; Diploma Remedial Massage (Australian College of Natural Medicine) 2005

Most recent salary: AUD \$110,000 salary when last paid in 2018. Through this company I have paid myself approx £3000 in the last 5 years.

Vision

3. Business overview

Conception

I had just quit my job, a steady 9-5er working for a government department. My uncle was quite unwell at the time and I decided to move to the UK and Worcester to look after him as I am a dual citizen

When I arrived here I realised very quickly that there are no massage centres like what we have in Australia. The typical store would have between 4-6 seated massage stools out the front and between 4-6 rooms behind, and they're all busy. It was a model that started in the early 2000s and it pretty much wiped out what was the conventional massage industry. It is so prolific in Australia, that in a typical shopping centre, there may be more massage centres than hairdressers. Every shopping centre has from one to seven massage businesses. In England - you're lucky to have one, in ANY shopping centres. It's an industry in Australia worth hundreds of millions done by several chains.

So why not start a chain by myself! Use the Australian model and improve on it. Hire properly trained therapists, lose the restrictive pricing models, and actually treat people with genuine issues. Offer someone the treatment they need and just pay by the minute. In essence, create a whole new industry.

I determined that we would need a catchy name and decided to go with **Minute Massage**. It spells out perfectly what we do. I designed a catchy logo that would be memorable and would look like a brand bigger than what it actually was. Something that looks like a franchise already. Our mission statement is to provide **“Convenient, Affordable and Focused Massage accessible to everyone”**

Then I got to wondering how do we get people to keep coming back, and also get them to spend more.

I noticed one day in a Nero's Coffee how customers eagerly get their coffee card stamped, just so they could get their free coffee. I had an epiphany. What if we could tempt people into coming back with an equivalent to a coffee card. Offer them cheap massages, but only reward those that bought 10 minutes plus. For every 10 minute block, they get a stamp on their card. After 10 stamps, they get £10 off their treatment. This has been our leading way of getting people to come back for longer sessions, so many of our regulars started off with 5 minutes who are now getting 30 or 60 minute sessions.

I then thought, we need to get this into a road service or better yet an airport. A road service would work great. Millions of daily motorists all driving, all aching. We can tempt them into road services with massage. And with our loyalty card, we incentivise people to get one and stamp them as they go road service to road service.

But in order for us to get into any of these places, I'd need to start up a home base. A base to operate from and train people up. I needed to start trialling locations to see what works and what doesn't. This is an altogether new industry, I didn't know my market and the challenges I would face and would need to continually learn from all my mistakes and evolve. I have documented our evolution and timeline in the appendices section.

4a. What the business does

Clothed and seated Massage:

This type of work forms the bread and butter of our company and is how we are most known.

This form of massage is appealing to those that are on the go. Especially for those that don't wish to get undressed.

The typical massage would last between 10-20 minutes.

This is aimed towards those that spend long times in seated positions and need massage to the **Neck, Shoulders and Back**. The design of the chair we use allows us to have a mechanical advantage to target these locations. Many that offer seated massage use stools or benches, which do not allow for any real treatment.

Because this is done in the open, and not behind closed doors, it is seen by those passing by. Which is by far our best marketing tool. People are a) inclined to try if other people are using the service and b) able to relate to the service being given once they see it in action. When you see someone getting a massage to the shoulders or neck, you can relate to the sensation of what you are seeing.

In a road service, this would appeal to a very large number of the passing trade.

Our target demographic is the office worker, nurses/carers and those that drive.

Sports Massage

Because our staff are all trained physios and sports therapists, we also began offering sports massage in Worcester from May 2023. We created a booking system on our website and this helped stabilise to a certain extent the temperamental nature of the "Walk-in".

The average length of time for a Sports Massage is 30-60 minutes.

This is now one of our big earners. Our average massage time has shot up from 9 minutes to 24 minutes as a result.

Our target demographic is a client who would need a more intensive treatment, often discussing with the therapists about their conditions and contraindications.

Corporate Massage

Now we are in Birmingham, we are 100 metres away from 160,000 office workers.

We have been getting ourselves known in the area by doing promotional gigs in the foyers of some of the larger buildings. Each building has at least 1000 people working within.

Being in such close proximity to these buildings allows our business to be used for wellness days.

These can be quite lucrative, as we charge £60 per hour per therapist. Our typical corporate gig will net us £360 for 3 hours with two therapists.

Our target demographic is employers looking for alternatives for staff wellness

Corporate Massage - Ad hoc

We have also been innovating new ways to increase revenue streams.

We had a deal with Worcestershire County Council where one of our therapists would come out one day a week. We created a booking system on our website where staff could book a session. The council wouldn't pay for our services, but the staff would. This was a win/win for all parties. As management could pat themselves on the back for improving wellness and it wouldn't cost them a cent. Staff would be happy because they could get treatment at their workplace.

Since we have come to Birmingham, we are now in discussions with building managers of large buildings to allow us to have spaces one day a week.

This is the same as having another store, but with the advantage of not having to pay rent.

Our target demographic is an office worker who wishes to get treatment at their own workplace.

4b. Business goals

Road Services

We will be the only service offering this in the country. Which is a great selling point to the three big road service operators. If drivers and truck drivers know they can get a neck and shoulder massage at one of the road services, they may be inclined to choose one road service over another. Most importantly we would NEED to have our logo on the Services board for this to work.

Impact of Electronic Vehicles

Now that road services offer electronic vehicle charging, we can capitalise on a new market. Drivers are forced to hang around the services anywhere between a half hour to an hour, because they have to wait for their vehicle to charge. Having signage near these charge points telling them of our existence will create a huge demand for services such as ours.

Short term Goals - 6 months:

We can set three up in three locations in quick succession. The three locations that would best serve this business are:

M5 - Birmingham to Bristol

M6 - Birmingham to Manchester

M1 or M40 - Birmingham to London (near Oxford or near Nottingham)

By having a road service in these locations will make this brand instantly national. These shouldn't take long for them to start becoming profitable with the sheer foot traffic that passes through them. Within a couple of years, we may be able to approach an airport and get this service in there as well.

Long term goals - 5 years

Depending on the success of the road services, we can proliferate them throughout the UK. There are currently 95 road services that we could potentially tap into.

With good fortune, we may be able to get this brand into airports such as Birmingham, Manchester and Heathrow.

Minute Massage Central

The objective for this business to become nationally recognised and a “go-to” place for people whenever they need real treatment.

With the right infrastructure, these stores have the potential to proliferate quickly as well.

Having a Minute Massage Central shop in a town or city with a population greater than 50k makes sense. Town centres are crying out for new stores that have the ability to bring people into town. Once established in a city or town, it also allows us to do any corporate massages in the region as well, and possibly massage at their own home.

Short term goals - 6 months

We will focus on getting Birmingham profitable. This is a city of one million people that has nothing like what we offer, which so many people need. Our focus will be to cement our presence by opening a second store in Birmingham in the next 6 months. There is a smaller, much more visible location on Corporation st, which is ideal for clothed and seated massages. From there, we can advertise our current store which is capable of offering 5 sports massage rooms, and a perfect training environment.

Long term goals - 5 years

If we can get a perfect working analog, we can use this model to franchise.

I have been blessed to have had so many enthusiastic employees who are all so talented and capable of stepping up.

If we can indoctrinate an employee to be the model worker, we can then make them a store owner offering them a cut of the profits, and motivating them to do all the right things.

In the UK, there are 233 towns & cities with populations over 50,000 people. With the right support and infrastructure, there is no reason why this business can't be in all of them.

If I said 10 years ago that there would be ladies holding string between their teeth ripping people's eyebrows out in full view of the public. You probably would have laughed me out of the room. Yet you have a “brow bar” in every one of these towns.

4c. What makes the business different

The UK has a population of people who are “used” to the same things. When he was alive my uncle used to ask me to make him the same tasteless vegetables cooked to the point where the colour had been boiled out - every day. I'd offer to make him something different and he always refused. One night he had a friend over and I made his friend a homemade mushroom soup and cauliflower cheese, while he had his boiled vegetables. His friend couldn't stop raving about how nice my food was, to the extent where my uncle tried my food. From that day till his last, he was always trying my food.

To a certain extent this is the UK. All the shops are the same, Costas, Greggs, Vapes, Brow bars, Charity shops, Poundlands, the list goes on. Towns and city centres in the UK are an analog of the same thing to a smaller or larger extent.

What we are trying to do is encourage people to try a new thing. We have an astonishing strike rate of turning first time users into regulars. The majority of our patronage are return customers. They love the dish we're serving. We have approximately a 20% return rate of customers. This is due to our unique Loyalty Card. After recently opening our Birmingham store, we have been receiving customers from our old Grand Central store still holding our card from one year earlier.

But our issue has and always will be getting people to try it for that first time.

With massage in this country, the perception is that it is for either relaxation (like a spa), a sports massage, or something naughty. You are typically in a room full of strange smells, gongs, wind chimes and ghastly sounds of the forest music. That is the norm. That is the perception of massage here.

We represent something fresh. We do the things so few other companies do.

Our background music is toe tapping stuff, like listening to your favourite radio station playing golden oldies.

We offer mobile phone charging while they get massaged.

We actually use the full time massaging, so when someone wants a 10 minute massage, we actually give them a 10 minute massage.

Our treatments are not by rote, we take a few seconds to talk to our customers, find out what they do, what their work habits are so we can optimise a proper treatment. When customers walk out, they are nearly always in a better state than when they walk in. Which is why our feedback has always been positive.

4d. SWOT analysis

<p><u>Strengths</u></p> <p>Innovative Service Model Competent Workforce Recognisable Branding Loyal Following Affordable Pricing Two Steps ahead Adaptability</p>	<p><u>Opportunities</u></p> <p>Investment could take us 5 steps ahead Expand presence - social media Franchising opportunities If in Airports, international market</p>
<p><u>Weaknesses</u></p> <p>Untested Industry Poor Marketing Resistant population Small Business In need of mentoring</p>	<p><u>Threats</u></p> <p>Business model can be copied Director can no longer afford to fund Business naivety, being taken advantage of</p>

4e. Legal requirements

The legal and insurance requirements that apply:

Insurance:

- Requirement for Public Liability & Professional Indemnity Insurance (obligation already met)
- Employer Liability Insurance (obligation already met)

Legal:

There is no national legal requirement to operate a massage business. Just council obligations which require that you apply for a licence premises for massage and special treatments (Birmingham City Council Act 1990) - which has already been approved. This is a regional thing, as most of the towns don't require a licence for massage. Just certain cities.

Marketing

5. Market research

Trends in your chosen market are:

In the last decade there has been a large upsurge in the wellness market. Many employers are now looking for new and improved ways to maintain wellness of staff. Many of the larger employers now have teams of "wellness officers".

This has trickled into the general population's mindset. People are doing more and more things for their own wellness. Improved diets, more exercise, more personal care.

The mindsets of people are now starting to change. The old days, where the notion of the "stiff upper lip" where people would disregard their pain is now starting to become archaic. People are looking for ways to treat their issues and struggling to find alternatives.

People are sick of going to the doctor whenever they're in pain, where all the doctor would do is offer medications. People get dosette boxes of meds just to mask the pain, rather than treat an issue.

Furthermore, they are fed up with having to ring up their doctor's clinic at precisely 8am only to miss out on an appointment for the day because they rang up 5 minutes late, or even worse to be screened by the person over the phone and told they weren't worthy of the doctor's attention.

We have had so many frustrated clients come into the shop to tell us they have to wait 6 weeks to see a physiotherapist. Then they try a physiotherapist, who in this country are rarely "hands on". They will provide stretches and exercises to treat and that's it.

Several of the physiotherapists who have worked for Minute Massage, have all said the same thing. They feel like they're glorified personal trainers because they don't actually treat people.

Sometimes the solution is the simplest, they just have tight muscles. And this is where we come in.

There are very few providers that offer a wellness service that is affordable and convenient.

How you know this:

According to IbisWorld, In 2023, the UK spent £7.3bn on the Health and Wellness Spa Industry. This was a 3.8% increase on the previous year. With expectations that this would increase over the next few years.

Several of the statements mentioned in the previous section is direct feedback from our clients. Many people come in complaining of pains and ailments and their futile attempts to rectify it. The long waits, the lack of treatment options, the generalised frustration.

We see it on the news too, we see news of an overwhelmed NHS almost on a daily basis.

6. Market overview

The customer groups you will be selling to are:

Demographics from our typical sales data, our demographic of the clients have been the following

Children (4-15) - These are always accompanied by parents who advise us of any medical issues if necessary. Usually a treat for their curious kid, or conditions related to growth.

Young Adult (16-22) - These are quite often people that are studying, and need some stress relief of treatment to shoulders. Quite often this demographic comes in before/after sporting activities.

Adult (23-32) - This is your typical professional, whether in a physical or sedentary line of work. Typically we work from lower back to neck and shoulders.

Middle Age (33-50) - As above, but more problems tend to be set in at this stage. They tend to have tougher musculature as well as a more "set in" posture.

Advanced Age (51+) - These clients are more set in their ways. Injuries take longer to heal. Muscles are less pliable and require longer and more frequent treatments.

Rough average sales breakdown by demographic

Children (4-15) -	5%
Young Adult (16-22)	10%
Adult (23-32)	25%
Middle Age (33-50)	35%
Advanced Age (51+)%	25%

Male	40%
Female	60%

By Occupation / Role

We typically ask most clients what they do for work to gain an understanding of their posture and the treatment required.

This is mainly to determine best locations to target in massage.

The jobs themselves are irrelevant, as there is no difference between a lawyer and an insurance salesperson, we break occupation roles into the following:

Sedentary

This type of role would include those in a fixed posture for extended periods. This could include Office workers, Drivers, Students, Video gamers, Retirees. The list is endless and is generalised, for example we may hear someone spends extended periods watching tv.

Physical

This relates to those that are more active in their work or personal lives. This would typically relate to those that are Carers, Nurses, Builders, Factory workers, Gym goers

As a generalised average between the two, our clients would be broken down into the following

Sedentary	70%
Physical	30%

What is the market size :

It is hard to estimate. Our service can appeal to anyone and everyone. People that you wouldn't think need a massage are sometimes those that get them the most. We have treated young children in severe pain, and 90 year olds with poor backs.

It is also hard to say what the market is, because what we offer doesn't exist in the UK. It is a new industry. Our model is based on the Australian model which came into existence approx 15 years ago and wiped out the conventional model in that country.

In Australia, where there is a population of 25 million of roughly the same ethnic diversity and same values, the massage industry is massive and proliferated throughout the country. According to the National Institute of Health (Gov) *"Massage is the largest complementary medicine profession in Australia, in terms of public utilisation, practitioner distribution, and number of practitioners, and is being increasingly integrated into the Australian healthcare system."*

In the UK, there are 67 million people in an area that is one tenth of the size. Even the smallest slice of this market can be worth millions

Your customer research has shown what your customers want is:

From our experience, our client base want the following:

Getting Real Treatment - Clients complain that they see doctors, physios and other massage therapists and can't effectively get any real work done to the areas that they have problems with. They love the fact that we focus on key areas to try to help them with their ailments.

Value for Money - Clients love that we offer real services provided by sports therapists and physios for a fraction of the cost. No where else in the country can you be treated by someone as qualified as a physio or sports therapist for as little as £8 for 10 minutes.

No Faff - We pride ourselves on our no nonsense set up. It's set up to suit the client's needs. And not just be appealing to the eyes. We don't mess around with the extra stuff no one really cares about. We just crack on with the job.

Convenience - Having a walk-in service means clients just walk into our shop and not have to book a week in advance. We do however prioritise bookings to reward. Offering employers our services also means that we can provide our services at the convenience of their workplace.

Accessibility - Being in a central area, allows us to offer services to large swathes of the population. When in Grand Central, we were in a hub of hundreds of thousands of daily users. Our current city centre location is a 5 minute walk from the CBD with 160,000 potential users.

How you know this:

Our feedback from our clients. This is usually verbally when we speak one on one with clients. We have reviews from Facebook and Google that confirm what we hear verbally.

Facebook:

<https://www.facebook.com/minutemassage1/reviews>

Google:

Search "Minute Massage Worcester" and "Minute Massage Birmingham" in Google.

Search the reviews

7. Competitor analysis

In an industry that is new, there are very few companies that offer a service similar to ours.

Most companies offer only one of the variety of services we offer.

I have only been able to locate two competitors in the UK that have multiple store locations and offer corporate massage. Both of them are based in London. No company offers what we offer in Birmingham.

There are no seated massage providers in Birmingham. But several corporate massage companies. I have provided details of one of the providers highest on Google search :

Competitor name	Strengths	Weaknesses
Massage Angels	Strong Branding. Convenience Affordability Based in largest shopping centre Store design is aesthetic 2 locations	- London Based. - Treatments on a stool cannot work lower back. - Massages are weak in nature. - Cannot treat disabled. - Seem to have shut 2 stores since I last checked on the - Non-diverse workforce
Walk-in Backrubs	Brand name states purpose Convenience Located throughout London - 6 locations	- More expensive - Do not offer table massage/sports massage
Sense Massage Therapy	Only offers mobile corporate Birmingham Based Lower overheads	- Pricing is over double our pricing £135p/h Only offers mobile corporate.

What information have you gathered on your competitors?

Massage Angels

When I first started researching how to start this business, I was told about Massage Angels. I went to London and went to both Stratford and Shepherds Bush Westfield to see how they worked and tried them out.

My personal evaluation was that their model is based more on aesthetics rather than quality.

Their massages were physically weak - with no real treatment

Their store design, though aesthetic, provided for no capability to provide real treatment. There was no mechanical advantage to the massage. Clients had to sit up-right using their stabiliser muscles, rather than getting into a relaxed position to get treatment. Also, there was no capacity to massage a person in a wheelchair.

To be even more frank, I noticed they only hired beautiful and buxom females. You only need to see their website www.massage-angels.co.uk to see what their hiring policy is.

Their corporate massages are also priced much higher than our rates (at over £100 per hour)

Walk-in Backrub

This business has been around since 1995.

They offer a limited range of services that seem to be inflexible, with pricing 50% higher than ours. They do not offer sports massages.

They use the same types of chairs we use. Where you can treat lower back and shoulders with a mechanical advantage.

I could not see what their hiring policy is and what their minimum standard is for their providers. However, I did note that they offer a one-day Shiatsu massage course.

If that is the case, then their staff are only day-trained. Which sets a poor standard for the industry. As mentioned my staff are at a minimum sports massage training which is a minimum 3 years in a University.

Their corporate massage pricing requires quotation, which means that they may vary their pricing. But if they are based in London, then their prices will be most likely higher than ours.

Sense Massage Therapy

Their website indicates they only offer corporate massage

They are based in London, Birmingham, Manchester and Ireland

The price differential is significant. Running at £135 per hour, this is more than double our rate.

Looking at their reviews, they have received 56 in 7 years. For our Worcester store, we received 50 in one year.

How can you improve on their offer and/or price(s)?

From most angles, our pricing, competency, and variety of services are superior.

This does not mean that we have fared better. The others have a tested product that has lasted years longer than ours.

Taking a leaf out of Massage Angels, we can improve on our aesthetics.

From Walk-in Backrubs, we can emulate their successful ability to spread.

From Sense Massage, we can try to spread throughout the UK

What is your competitive advantage?

Our diversification of services is to our advantage. Though this would typically imply that diversification would spread us thin, these services complement each other and are value added. Competitively, we are not competing with the above businesses to wipe them out, but work with them to gain awareness..

All these businesses are the largest of their type in the country. Yet, even then they have not been as ambitious as we have been. As they all operate with as many locations as you can count on your hands..

Our branding is on par with any of them, in time, notoriety and awareness will hopefully help us compete with and surpass them.

8. Sales

How will you sell your service?

Road services

The most valuable method to selling our services has always been visibility. People are visual. They need to see our service at work in order for them to understand what we do.

In our trial at Sedgemoor road service, we only ever got busy whenever we were treating other people. Being such a new service, it requires visibility to reach prospective new clientele.

Due to the unique nature of the store, we would need to market it uniquely and get as many “hands on the backs” as often as possible.

To start this off, we will need to hire a promoter to stand out the front of the road service with some signage offering a voucher for EVERY person entering the road service giving them “2 Free Minutes Obligation Free”. This should translate into the store getting busy. Quite a lot of people will only take the 2 minutes free, however, a lot will find value in it, and pay for the service.

Our services will start at a minimum of £10 for 10 minutes, £15 for 15 minutes, £20 for 20 minutes, etc. £1 per minute.

As mentioned before, our strike rate of return customers is astonishing. With close to 20% of all customers returning. Mainly due to our Loyalty card. Having multiple stores on the road network will turn this into a habit for many people, especially the habitual road users.

With an update to our website and booking system, we will introduce a booking system where people can book in advance of their trip, possibly even with pre-payments and discounts for block-purchasing. i.e. £250 for 300 minutes etc.

Minute Massage Central

With our main store location, we rely on walk-ins and appointment bookings. The majority of our current clientele are return customers. Word of mouth and reputation has helped spread our brand

From here, we are able to send our employees out to work in the large buildings to offer corporate and ad-hoc services.

We need to focus on offering effective advertising - something to which we have not been too successful in.

If we are to use this location as a training hub for the road services staff, we may be able to advertise it as such and offer lower pricing for treatment from trainees.

9. Marketing

How and where will you promote your service?

Road services

There are two places that we need to advertise/promote.

At the Road Service itself

As mentioned above, having a person out the front handing out coupons for free massages should pack the facility. These will be for “2 minutes free obligation free”. However, we know that 2 minutes will never be enough for most people. A lot of them will want the minimum of £10, sometimes £20 or £30, making the freebie worth their while and our time.

Our loyalty card will then come into play. Everyone who even gets the 2 minutes free will be given a singularly stamped card. Most people will keep it in their wallets.

After a few months, the need for a promoter would not be necessary, as we should be well known enough by the regular road users by then.

On the Roadside

In order for this to be MOST effective, we need something on the associated Motorway indicating that the service will be there. Road users and Truck drivers need to be advised that the road service they are approaching will have our facility in it.

Our branding is great because it is memorable. One of the deals we need to make with whichever Operator we go with is that they allow our branding to be on their display boards. It can be sold to them that this is to their advantage as well. We are a destination store. From our trading people come from other cities to see us. If we are the only massage facility in 2 hours of driving, a lot of people will invariably choose this road service over the next.

Minute Massage Central

Our shop in Birmingham has a very very different dynamic than that of what we would see if we were on the Motorway.

The Martineau Place shop is very central in the city, but hidden. The passing foot traffic is minimal to non-existent, if we're lucky we may have a person walk past once every 2 minutes.

The key to this shop's success is to appeal to the 160,000 office workers that work less than a 5 minute walk away. We offer a service so many of them want and need. They just can't see us or know that we're there.

Currently, we have 4 x A1 Street signs that advertise our presence. We are 50m away from High st (a very high density walking population), 50m from Corporation st, which has less footfall density, but is on a tram line. The issue this location has is that people need to divert from their normal walking track to go to our shop. Each sign is designed with arrows pointing to our location.

Initially, we had promoters handing out leaflets, however, this requires a special type of person that has the capacity to approach people and talk to them. Whilst I was trialling this method, I had hired and dismissed on a trial shift basis 10 people. It is very difficult to motivate someone that is standing in the literal freezing cold for more than an hour at a time.

I also went through social media advertising, creating clips for Instagram, Facebook and TikTok. To varying levels of success this worked. We did get some customers coming in as a result.

I realised that the best way to advertise to our target audience is to target the people directly. So I approached a lot of building managers in the large corporate buildings nearby. Offering them our services to work in their foyer for free. This approach has been slow, but better for building a good relationship with the people holding the strings.

This has a double advantage.

Firstly, a lot of the staff walking by will see their colleagues getting massages and enquire about our services, where we are, etc. They then take our paraphernalia to their management and colleagues to hopefully engage us for corporate massage and wellness etc. Slowly establishing us within the community.

And secondly, we have now started discussions with some of the building managers about sending our staff to their building on a regular basis to treat the employees. This would fall under the **Corporate Ad-Hoc** service. In the end, having a cost-free pod in a major building.

I have no personal experience with marketing and am ever learning on what mechanisms work and what don't. One thing we will be doing soon is direct marketing. When people book, they give us marketing details, i.e. email address, phone number, that we can use to market to clients directly. For example, deals and discounts

When the weather improves, I will be sending staff members out into the nearby high density areas with a massage chair and massage out on the street to promote our services.

Currently, it is myself creating designs on Canva for signage, but the plan for marketing going forward will be requiring a bit more expertise from someone with knowledge and experience in the field.

10. Pricing

How prices were calculated

Seated massage

Comparing the pricing here, to what we have in Australia, the prices for massage are about on par with the exchange rate. However, wages in Australia are much much higher. Making massage here a much more unaffordable service here in the UK.

When I was working out what a fair price would be to charge, I considered the competitors who were much more expensive. I thought that a fair price to charge would be £0.70 per minute (£42p/h). Which with exchange rates makes it about \$75 AUD per hour - which in 2018 was the going rate.

During the trials in 2018-19, I was told I was charging too little. It was also a hassle having a tray full of silver coins and pricing was difficult to work out.

After re-opening post covid in 2022, I standardised the pricing to £1 per minute (£60p/h). I still wanted to make things a bit easier on people's wallets. I thought I might throw in "2 Free minutes, obligation free" into all pricing. People can get 2 minutes for free (once per day). So £8 for 10 minutes, £13 for 15 minutes, £18 for 20 minutes, etc. This became inbuilt into the pricing system that we have to this day.

The only change from this has been the incentivisation to get longer durations from people.

So we offer £26 for a 30 minute seated massage.

Sports Massage

When we began offering sports massage, I had to factor in the additional cost in therapist time for changing over towels, waiting for people to undress, and speaking to the client (sometimes at length about their conditions). As well as the cost of washing the towels (which was usually me turning my living room into a laundromat) and oils etc.

So I changed the pricing strategy from the simple £1 per minute, and implemented a minimum time of 30 minutes for a table massage.

I wanted to incentivise longer massages, A) because it meant that the therapist was engaged for a longer time and B) It became a longer time for a therapist to be engaged and C) encourage patrons to book.

To encourage longer durations discounts would be applied the longer a service went.

Our Pricing for Sports & Table massages are as follows:

30mins	£32
45mins	£43
60mins	£55
90mins	£75

Corporate Massage

Our prices for an employer to engage us for Corporate Massage is a set rate of £60 per hour per therapist.

I concluded that this is a reasonable amount and that there was no point in being greedy. If I've got 2 therapists going out that I pay them £14 per hour for (the rate I pay them when they do a corporate gig), the company is making £46 per hour off each therapist. In Birmingham city centre, most gigs will be walking distance away. Our therapists simply sling a chair onto their back and walk to a gig. No overheads, solid profits.

Corporate Massage Ad Hoc

When we send a therapist to a workplace to work Ad Hoc, we charge the same rates as our store rate (as we charge clients directly). Because we are working in a company workplace and clients need to stick to a proper schedule we have to maintain scheduled times.

On our website, we usually set these in 10 minute blocks, and clients can book for 10, 20 or 30 minute sessions. But because we need 2 minutes between each session to clean and debrief, we charge at £8,£18 or £28 respectively and advertise the massage durations as 8, 18 or 28 minutes

An example of how we structure this is in the below link:

<https://www.minutemassage.co.uk/county-hall>

MinuteMassage@Home

Now that we have pulled out of Worcester, we will begin offering @home services to clients.

This is a deal I made with the therapists who I unfortunately had to lay off as a result of closing Worcester.

We agreed on pricing fair to them and fair on the business. We agreed to a 50/50 split on the massages. Clients would book on our website and the therapist would drive to the clients home or location to provide their services

This is great for the company, as there are negligible overheads. We collect half of the take for the service and the therapist receives a much higher hourly wage (£30p/h).

45 mins	£45
60mins	£60
75 mins	£75
90mins	£90

We charge additional amounts the greater the distance the therapist has to drive, e.g. £5 more than 10 miles away. This whole amount will go to the therapist.

How do your prices compare with the competition?

Product/service	Your price(s)	Range of competitor prices (per unit)
Seated Massage	£1 per minute	Angels - £10 10mins Walk In - £16 10mins
Corporate Massage	£60 per hour	Angels - (quote) Walk In - (quote) Sense - £135 per hour
Corporate Ad Hoc	£1 per minute	No one offers this
MinuteMassage@Home	£1 per minute	None of the big company offers this

Reasons for the difference between your price(s) and your competitors' price(s):

This pricing schedule is fair and can still remain highly profitable depending on if we are busy. Birmingham is a cheaper city than London, but still, even with these prices we can be just as, if not more profitable.

Running the business

11. Staff

We have a minimum criteria for all therapists that are at a minimum qualified in Sports Massage or Physiotherapy. We have to set a very high standard with the quality of our therapists. One of the reasons why I chose Worcester and subsequently Birmingham was that they are university cities that offer sports massage & physiotherapy as part of their curriculum. Therefore, no shortage of trained and qualified practitioners who would want steady work.

At the hiring stage, the attribute I am concerned most about is their attitude. Most of the staff are fresh out of university in the last year. They are eager and wanting to please. They all care about the survival of the business because they know what we're trying to do with it and understand what we to do and sacrifices need to grow

I have been truly blessed with the amazing attitudes and wonderful staff I have. I have so many of my old staff wanting to come back, and it saddens me that I cannot offer them work until we start getting busier again after this move from Worcester.

It is expected that should we get into a Road Service, we will require promoters. They will need to be hired on their capacity to stand in the open and talk to people as they come in. Giving free massage vouchers to people walking in.

Each store will need a Shift manager and Store manager to ensure the business runs smoothly

Role	Total cost p/h	Necessary experience	Specialist skills and/or qualifications
Therapist	£11-£12	In-Store training	Qualification Sports Massage / Physio
Shift Manager Therapist	£12-£13	In-Store training / lead therapist	Qualification Sports Massage / Physio
Store Manager Therapist	£13-£14	In-Store training / more responsible	Qualification Sports Massage / Physio
Promoter	£11	Prior promoter experience	Vocal, friendly, approachable
Director	£5	5 years in this business	Remedial Massage

12. Premises

Premises required at start-up (£):

Road Services

There are two types of build that can be used for a venture of this nature. Fixed Premises or Pop-up stall.

Fixed Premises:

This would require leasing a store.

Depending on the spaces they have available, a 5m x 4m store would comfortably fit 5 Pods (3 at the back, 2 on the flanks), as each Pod would require 1.5m square to operate comfortably. Our shop in Worcester was 8m x 4m and that was able to comfortably fit 6 therapists and a waiting area.

Each Road Service has a different set up, but many have empty spaces approximately this size.

In most road services you'll see a "Mobile Bits" store, selling over-priced mobile phone cases and cables, usually with a very unenthusiastic and unoccupied employee. The typical size of a Mobile Bits store is about the size we need. If they can survive in a road service, we will thrive.

Advantages:

The biggest advantage of having a fixed premise is that you will not be at whim of erratic fluctuations in temperature. The cold has always been the enemy of this business. With a fixed premise, you can control the temperature within.

Furthermore, our queueing system will be better organised, allowing for TVs to display who's next and approximate waiting times, etc.

The yearly rentals for a shop this size will be between £40,000 to £60,000 + Vat

Pop Up:

A pop-up is an inexpensive way to get the business into a Road Service.

They can be created quickly and done typically through a Venue commercialisation company.

When we did our pop up in Sedgemoor in 2019, we paid £600+Vat per week for the 2 week trial for our 3m x 2m pop up. This was able to fit 3 people - uncomfortably. With a larger space of 3m x 3m we can design something that can accommodate 4 therapists, comfortably.

Because the 2019 trial was temporary, I created a temporary build which cost about £300. If a more permanent store is required, A better design

Advantages:

A pop up can be created quickly and inexpensively.

The rents are typically less and there are less regulatory and financial obligations

Disadvantages:

The greatest disadvantage will be the temperature. Cold and wet weather has always been the enemy to this set up. We have no capacity to control or regulate temperatures in an open air pop up.

Depending on the Operator, the yearly rentals for a shop this size will be between £30,000 to £50,000 + Vat

Minute Massage Central

If we can be in a major shopping centre or central location, having a shop with a large capacity is beneficial for several reasons.

We would have the capacity to offer both seated and table massages.

Use the location as a hub to be able to send staff out to nearby corporate locations for corporate and ad-hoc massages.

Use the store as a place to train staff for other locations such as Road Services

Each store would theoretically be able to house approx 8-10 pods (table and seated massage).

If marketed correctly, there should be no reason why these can't be booked out.

There are 233 towns and cities in the UK with populations greater than 50,000 people and not a single store is set up like ours. There is a massive franchising opportunity to get this into each and every one of these.

Advantages:

By being in a central hub such as a shopping centre or near a High st allows for greater visibility and provides the illusion we are a lot bigger than what we are.

Disadvantages:

In addition to rental, there will be other expenses such as rates, amenities and licensing.

Our current store in Birmingham is costing us £300p/week & £750 pcm utilities + Vat + approx £3000 p.a business rates. For a 2 level shop in the heart of Birmingham this is the deal of the century considering a same size shop 50 metres away would cost over £100,000 all up per year.

Considering how High st is now becoming a ghost town, we have the ability to negotiate with landlords for prime locations at a fraction of the cost.

Yearly rentals for a shop this size can be between £40,000 to £80,000 + Vat

13. Suppliers

The most advantageous part of this industry is that there are no other major overheads aside from Rent, Staff and Utility bills

There are certain other costs such as licensing, web domain, and subscriptions, but these are usually yearly and nearly all under £500

So far as expendables, oils cost £65 for a 5 litre bottle, Disinfectant wipes cost £80 for approx 1500 seated massages and Table sheets cost £40 for 16 rolls - of which we would go through these perhaps once every 2 months.

14. Web Site requirements

If we are to expand, we will need to improve the website to accommodate our expanding needs.

At this stage, we adjust our website on a needs basis, but the site was designed for a different purpose and is not suitable for our current needs.

Creating a website that has the capacity to take bookings, collect data, receive payments and offer add-ons such as Geo-Location to locate closest locations will make us the most advanced service of its sort in the country.

15. Fair Work

How will your business adopt fair work practices?

Our business already has a diverse workforce. All staff are hired based on their competency and attitude

16. Equipment

Road Services

To start a shop in a Road Services, minimal equipment is required to get it operational. Depending on the type of build, i.e. Fixed or Pop-up, each will have different costs to start up. If a unique build is decided upon, then costs will increase.

Equipment	Supplier	Total Cost £
Pop-up Construction (if Pop up)	Kiosk Vendor	£10-£12,000
Shop fittings (if Fixed premises)	Various	£8000
Massage equipment	Physique	£2000
Sundry Equipment (Timers, TVs, Till)	Various	£3000
Total Equipment Required (pop up)		£17,000
Total Equipment Required (Fixed Premises)		£13,000

Minute Massage Central

Depending on the premises, we may need to engage builders to create partitions to create separate rooms so we can offer table & sports massage
TV displays in the windows would assist for visibility and advertising .

Equipment	Supplier	Cost £ per unit
Shop fittings (including building rooms)	Contractor	£10-15,000
Massage equipment	Physique	£4000
Sundry Equipment (Timers, TVs, Till)	Various	£4000
Total Equipment Required (pop up)		£23,000

Finance

17. Finance

Liquidity required before trading start

	£
IT and computers - Covered in section 16	0
Telephones and broadband - Covered in section 16	0
Equipment - Covered in section 16	0
Stock	0
Tools	0
Vehicles	0
Professional fees	1000
Insurance	600
Rent/rent deposit - 1st month + same for deposit (@ £1000 per week)	8686
Stationery	100
Marketing	600
Consumables	200
Licences	300
Training of new recruits (1 week @40hours) x 6 people	2640
Association fees	0
Wages/recruitment (to survive 4 weeks x 4 employees x 40hours with £0 earnings and 100%burn)	7920
Security/health and safety equipment	200
Market research costs	0
Other (sundry expenses)	0.00
	0.00
	0.00
	0.00
TOTAL £	22246

Potential Earnings

To make things easier to explain with potential earnings, I have provided charts for EACH type of service we can offer. I have combined the earnings potential of the Corporate Services as well as the Ad-Hoc services to the Minute Massage Central locations.

The amount the company can potentially earn is factored by a combination of the number of each type of service we offer.

Each type of service will have been broken down into Pods available (number of spots for table/seated massage/corporate/ad-hoc/home massages).

I have used an average of 66.6% engagement for each pod as our Business goal. It may take quite some time to hit this. But not an unreasonable goal for Road Services, especially if we become a destination store for weary drivers.

Road Services

Each road service can be set up with between 4-6 pods.

The following is a chart with the following variables:

- **10 Hour days**
- **Wages at £12 per hour**
- **Average of 40 minutes per pod**
- **Promoter after 3 pods**
- **Weekly Rent £1500 per week (£75,000 pa)**

Note: if we can only get a 4 person location, the rent will be less

Road Services													
@ Average 40 mins per pod													
	REVENUE				Engaged Treaters	EXPENSES					PROFIT		
	Earn per hour	Earnings				WAGES @ £12ph	Variable Expenses	Promoter @ £11ph	VAT	Weekly Rent + rates	Weekly	Per Annum	
Pods Active	(£1 per min)	Per 10 hr day	Weekly Takings	Annual Takings	1 PER POD	Daily	Weekly						
2	80	800	5600	291200	2	240	1680	200		1120	1500	1100	£ 57,200.00
3	120	1200	8400	436800	3	360	2520	200		1680	1500	2500	£ 130,000.00
4	160	1600	11200	582400	4	480	3360	200	770	2240	1500	3130	£ 162,760.00
5	200	2000	14000	728000	5	600	4200	200	770	2800	1500	4530	£ 235,560.00
6	240	2400	16800	873600	6	720	5040	200	770	3360	1500	5930	£ 308,360.00

Minute Massage Central

Each store can be set up with between 6 - 8 pods.

The following is a chart with the following variables:

- **8 Hour days**
- **Wages at £12 per hour**
- **Average of 40 minutes per pod**
- **Promoter after 3 pods**
- **Weekly Rent £1000 per week + £25k rates**
- **These figures also incorporate potential earnings from CORPORATE AND AD-HOC services as the earnings will be linked to this store.**

Minute Massage Central													
@ Average 40 mins per pod - BUSINESS GOAL													
	REVENUE				Engaged	EXPENSES						PROFIT	
	Earn per hour	Earnings			Treaters	WAGES @ £12ph		Variable Expenses	Promoter @ £11ph	VAT	Weekly Rent + rates	Weekly	Per Annum
Pods Active	(£1 per min)	Per 8hr day	Weekly Takings	Annual Takings	1 PER POD	Daily	Weekly						
2	80	640	4480	232960	2	192	1344	200		896	1500	540	£ 28,080.00
3	120	960	6720	349440	3	288	2016	200		1344	1500	1660	£ 86,320.00
4	160	1280	8960	465920	4	384	2688	200	616	1792	1500	2164	£ 112,528.00
5	200	1600	11200	582400	5	480	3360	200	616	2240	1500	3284	£ 170,768.00
6	240	1920	13440	698880	6	576	4032	200	616	2688	1500	4404	£ 229,008.00
7	280	2240	15680	815360	7	672	4704	200	616	3136	1500	5524	£ 287,248.00
8	320	2560	17920	931840	8	768	5376	200	616	3584	1500	6644	£ 345,488.00

18. Personal survival budget

Estimated monthly personal expenditure

For the last few years, I have collected rent from my tenants which has given me the luxury of working without needing to take a wage. The difference was made up by my savings, which is now almost depleted. I intend to start collecting a wage of about £200 per week to help balance things personally. In the end, I can survive off packet noodles to ensure the business eventually becomes profitable.

Estimated expenditure	£
Mortgage and/or rent	0
Council tax	140
Utilities (gas, electricity, water etc)	150
Personal and property insurance	50
General housekeeping expenses (food etc)	800
Phone and internet	60
Car tax and insurance	100
Car running expenses	Business Expense
HP repayments	0
Hire charges	0
Subscriptions to journals, professional bodies, etc	28
Savings plans & pension contributions	0
Contingencies	100
Tax	0
National Insurance	0
Other: please specify	0
	0
Total personal expenditure	1428

Estimated personal income (after tax)	
Income from collecting rent	980
Other income	
Total personal income	980

Total survival income required from the business (after tax)	200
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Current income	£0 - 200 p/w
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19. Profit and loss forecast **PER** Road Service Store

Our initial goal is to open **THREE** Road Services stores in three of the major motorways. Using the figures from the Road Services Potential Earnings section I have applied the following variables to the following profit and loss forecasts.

- **Sales will be running at approx 25% Occupancy (£15 per hour) for 4 people first three months increasing incrementally to 35% (£21)** £18avg x 10hour x 4 staff x 91 Days=£65,520
- **The following 3 months projects 40% Occupancy (£24 per hour) for 4 people first three months increasing incrementally to 50% (£30)** £27avg x 10 hours x 4 staff x 91Days =£98,200
- **Increasing to 6 staff at 40% occupancy (£24) for next three months**
£24 x 10 x 6 staff x 91 Days = £131,040
- **Increasing to 6 staff at 60% occupancy (£36) for next three months**
£36 x 10 x 6 staff x 91 Days = £196,560
- The only variable cost is staff bonuses, which are applied if they “**average more than 30 minutes per hour per week, they receive 10% of their average on top of their wage**”. This is projected to kick in after 9 months if they are averaging £36 per hour (£3.60 per hour on top of wage)
- By year 2 we project we will be hitting the business goal of 66% engagement (£40 per hour)

	Year 1 (£)	Year 2 (£)	Year 3 (£)
Total expected sales	490,320	873,600	873,600
Less variable costs	19,656	87,360	87,360
Gross profit (sales less variable costs) =	470,664	786,240	786,240
Calculate your gross profit margin % (gross profit divided by total sales x 100) (A)	95.99%	90%	90%

Salaries/wages (survival income + any staff)	268,440	302,120	302,120
Premises (including rent, rates, utilities)	75,000	75,000	75,000
Telephone and broadband	300	300	300
Printing, post and stationery	300	300	300
Advertising and promotion	5000	3000	3000
Bank charges	5000	9000	9000
Professional fees	0	0	0
Insurances	300	300	300
Bank/HP/Interest (payable to your bank)	0	0	0
Stock	0	0	0
Consumables	500	1000	1000
Equipment and vehicle leasing	0	0	0
Depreciation	0	0	0
Other (please specify)	0	0	0

Total fixed costs	352,840	391,020	391,020
Net profit (gross profit less fixed cost)	117,824	395,220	395,220
Calculate your net profit margin (net profit divided by total sales x 100)	24.03%	45.24%	45.24%

	Year 1 (£)	Year 2 (£)	Year 3 (£)
Calculate your breakeven			
Total variable costs + total fixed costs (B)	372,496	482,580	482,580

20. 6 month Cash flow forecast - Road Services Monthly

Start-up 0	1	2	3	4	5	6	TOTAL
Forecast							

INCOME

Cash from sales (incl. VAT)	0	18000	21600	26040	28800	32400	37200	164040
Cash received from debtors	0	0	0	0	0	0	0	0
Capital/loans received	100000	0	0	0	0	0	0	0
Other (please specify)	0	0	0	0	0	0	0	0
TOTAL £	100000	18000	21600	26040	28800	32400	37200	164040

EXPENDITURE

Wages to staff (incl. PAYE & NI)	0	17936	17936	17936	17936	17936	17936	107616
Premises (rent, rates & utilities)	7816	7816	7816	7816	7816	7816	7816	54712
Telephone & Broadband	80	60	60	60	60	60	60	420
Printing, post & stationery	300	20	20	20	20	20	20	420
Advertising & promotion	800	100	100	100	100	100	100	1400
Bank charges	0	146	182	219	292	292	292	1423
Professional fees	0	0	0	0	0	0	0	0
Insurances	60	60	60	60	60	60	60	420
Bank/HP	0	0	0	0	0	0	0	0
Equipment & vehicle leasing		0	0	0	0	0	0	0
Payments relating to variable costs	0	0	0	0	0	0	0	0
Capital Expenditure	13000	0	0	0	0	0	0	13000
Other Payments	0	0	0	0	0	0	0	0
VAT	0	0	0	0	0	0	0	0
Owner's wages/salary	870	870	870	870	870	870	870	6090
Owner's National Insurance	0	0	0	0	0	0	0	0
Loan repayments (incl. interest)	1300	1300	1300	1300	1300	1300	1300	1300
Stock	0	0	0	0	0	0	0	0
Consumables	200	0	0	200	0	0	200	600
Other (please specify)	0	0	0	0	0	0	0	0
Bond - premises	7816	0	0	0	0	0	0	7816
Other	0	0	0	0	0	0	0	0
TOTAL £	32242	28308	28344	28581	28454	28454	28454	202837

Income less expenditure	67758	(10308)	(6744)	(2541)	346	3946	8746	
Opening bank balance	100000	67758	57450	50706	48165	48511	52457	52457
Closing bank balance	67758	57450	50706	48165	48511	52457	52457	52457

21. Appendices

Our Evolution and Our Timeline

This journey has been bumpy, I have made mistakes, but I've used these as lessons to learn from and evolve the nature of the business and how we operate as a result.

We got our humble beginnings starting in a Gloucester street market stall in 2018. I had just one stool, one swing sign and one work shirt - this didn't do much and I just got laughed at.

The business was then trialled in the walkways of Crowngate Shopping Centre Worcester for a month in November 2018. However, I did not realise that English weather is cold, very cold and that our location was a wind tunnel and a vortex of blasting freezing air. So I pulled that trial.

I then got to thinking that we would need a shop with good foot traffic. I approached an agent and within 3 weeks, we opened our first shop in Broad st Worcester for a 2 month trial in January 2019. We had some good feedback and good vibes from the clients, we had a very impressive strike rate of returning customers. But progress was slow, no one was trying it. I was trying to create a whole new industry in a city where people are reluctant to try new things. In the end, I decided that trying to keep it afloat with the high rent and stupendous business rates I was paying would have bankrupted me waiting for it to become profitable.

I then set to task starting it at the road services. I was able to use all the photos of us at work and show what we did to Roadchef. The commercial team loved the idea. They said if I could get this working here, I could set it up in all Roadchefs. I offered to do a 2 week trial in Sedgemoor, built a temporary set up and in April 2019 had a stall in a Roadchef. In 6 months I had gone from a market stall in Gloucester to one of the biggest road services in the UK. I was kind of proud of myself.

Unfortunately, things didn't go as well as planned. At the planning stage, I had printed posters to go on the sides explaining what we did. No one was trying it because no one was reading it. And with it being a 2 week trial, I trialled various ways of incentivising people to give it a go. It was when I started offering 5 free minutes, that people tried it. This then gave me my next epiphany. **People see it, people want it.**

Once people were trying it, other people saw what we were doing and they'd queue for it. We got quite busy at stages, and there would be long bursts where we would massage 8 or 9 people in a row. It was a pity I tried that late into the second week, and by then I decided not to continue the trial and shelve the idea until I am more prepared for it the next time.

I had my plan going forward. Get a shop up and running, offering seated massage and corporate massage. Use it as a training ground to get staff ready for the road services.

As we were ramping up to start up another store, Coronavirus put us out of action for the next 3 years.

In May 2022, we opened up our first proper store in Worcester. It was well received. We were the first of its kind offering seated massages. People would come from other neighbouring towns such as Droitwich and Bromsgrove to come to our store. I had realised we were a destination store. No one goes to different towns to get vapes or brows done. But customers would come from places as far away as Birmingham just to get treatment that same day. We were onto something.

The store was improving weekly. I thought it was time to take a big chance. I applied for a store in Grand Central Birmingham, and was offered a temporary month by month licence.

So within 6 months of opening Worcester, we had another store (pop-up) in the most central location in the UK. We opened on 19 November 2022. It was great! We were packing the place! We had people coming in from Leicester and Coventry to see us. It was an amazing time.

Then the cold arrived, and if you can remember the last winter, it was so cold and was never ending. Continual days of temperatures of -5 to -10. We even had a bottle of water frozen over by shift's end. Earnings dropped heavily. And in December in a time when we should have made heavy profits, was made much worse by train strikes. Christmas eve in Grand Central should have had a sea of people. Instead, we shut the shop early that day as there were more shopkeepers than there were pedestrians.

We transferred to another location within Grand Central hoping to have more space to operate and more visibility from New st Station downstairs, in exchange for lesser passing footfall. Sales fell more, and when management asked us to take down all our advertising banners, sales then halved. Finding no way to remain operationally viable with such restrictive terms we agreed to leave.

We continued in Worcester, but realised that sales were erratic and temperamental, there was no continuity and no pattern to the sales. It was determined that the only way to gain continuity is to create a booking system and offer other services. So we decided to cut our store in half and convert it to a sports massage room. This worked well. After several months, half of our earnings were coming from bookings for Sports Massage.

It was determined that if this business was to survive, We had to move from our little planter box and go to a big field. We needed a place where we could capture a massive audience. We needed to be in a city centre, close enough for people to walk to us and for us to walk to them for corporate massages. Birmingham has close to 160,000 people that work in the city centre. This presented a problem, rents and business rates are too high in the High St region, I had to try to find a place that was central, visible, accessible, but also not too expensive.

I found Martineau Place to offer the most reasonable value for money pricing for their shops. After initially putting an offer in on a shop with a frontage on Corporation st with incredibly high foot fall and visibility (and at a ridiculously low rent of £15,000pa), I was advised that I would be waiting months for that to be ready. I was then offered a shop within the same shopping centre. A much larger, two level shop for roughly the same price on a 6 month ongoing lease. Its only drawback was that it was hidden. Very little foot traffic out the front.

It meant that I can no longer rely on passing foot traffic to bring people in. I now had to divert people off their typical path. Street signs, promoters and social media have had varying levels of success, but the long term strategy for success will be what we have been doing recently. Word of mouth and customer retention has been what has been working best for us. We have been in contact with Building managers in some of the largest buildings and have been allowed to set up in their foyers offering free massages and promoting our business. Each building we have been in recently has had well over 3000 people per building. Every day we are getting customers from each of those buildings and they tell their colleagues and friends/family.

We opened our store and began trading in November 2023. We started off very slowly but week by week, our numbers have improved to the extent that we are now earning more than the wages. These numbers will keep improving as the weather does and we become more and more well known .

We regrettably shut our Worcester branch in December 2023, as we could not sustain a viable trade in the city. We still have the support of our dedicated customers. To maintain and service our large client base we will be opening a new service called **MinuteMassage@Home** which is a service where our therapists from Worcester can travel to customers homes to offer their services. This is an arrangement between the business and the therapist, where we go 50/50 on the massage. No overheads, no ongoing wages. We just collect 50% of the take and offer our booking system and reputation to sell it. Once we have a strong following in Birmingham, we can also begin to offer these services.

Due to the hidden location of our Birmingham store, sales have been coming on slowly over the last few months. But already we have a strong following of regulars which will increase over time. As we become more and more known within the city centre, our pod occupancy will increase.

Future Vision: Airports

Our final goal is to get this service into the Airport.

A service such as ours would thrive in this environment. No airport in the UK has anything like this. With our modest pricing and the right advertising within the airport, there is almost a 100% chance we would be busy 24/7. At £1 per minute, we are the deal of the century in an airport

With the following variables, these are the sorts of figures we can make in an airport:

- **12 Hour days**
- **Wages at £12 per hour**
- **3 Staff to 2 pods to allow for FULL Occupancy of all pods**
- **Rental of £7000 per week (£350,000)**
- **Variable expenses of £1000 per week**

Nothing stops us from having MULTIPLE STORES PER TERMINAL, and then offering this model in other airports internationally

Heathrow Potential Earnings											
At maximum capacity											
	REVENUE				Engaged Treaters	EXPENSES				PROFIT	
	Earn per hour (£1 per min)	Earnings Per 12hr day	Weekly Takings	Per Annum		WAGES @ £12ph		Variable Expenses	Weekly Rent + rates	Weekly	Per Annum
Pods Active					3 people = 2 pods	Daily	Weekly				
4	240	2880	20160	1048320	6	864	6048	1000	7000	6112	£ 317,824.00
6	360	4320	30240	1572480	9	1296	9072	1000	7000	13168	£ 684,736.00
8	480	5760	40320	2096640	12	1728	12096	1000	7000	20224	£ 1,051,648.00
10	600	7200	50400	2620800	15	2160	15120	1000	7000	27280	£ 1,418,560.00
12	720	8640	60480	3144960	18	2592	18144	1000	7000	34336	£ 1,785,472.00
14	840	10080	70560	3669120	21	3024	21168	1000	7000	41392	£ 2,152,384.00
16	960	11520	80640	4193280	24	3456	24192	1000	7000	48448	£ 2,519,296.00
18	1080	12960	90720	4717440	27	3888	27216	1000	7000	55504	£ 2,886,208.00
20	1200	14400	100800	5241600	30	4320	30240	1000	7000	62560	£ 3,253,120.00