

# JustBreathe | Yoga

## BUSINESS PLAN

FALL 2026

JANE DOE  
JANEDOE@JUSTBREATHEYOGA.COM  
555-555-555  
WWW.JUSTBREATHEYOGA.COM

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## EXECUTIVE SUMMARY

Yoga is an ancient practice that has helped individuals across generations relieve stress, keep their bodies healthy, and lead more balanced lives. The practice of yoga unites body, mind, and spirit to help people better manage both their mental and physical health. Yoga systematically stretches and strengthens muscles throughout the body, increases circulation to internal organs and glands, quiets the nervous system, and improves concentration. This ancient system of self-care has been scientifically proven to bring vitality, health, deep relaxation, and peace of mind.

The intention of the instructors at JustBreathe Yoga is to assist students in the development of physical, mental, and spiritual well-being, a truly priceless health advantage. We plan to adopt a new form of yoga that offers our students a well-rounded experience that teaches them to cultivate more focus, intention, and spiritual/mental/physical well-being.

Our founders have earned PhDs and are leaders in their respective fields of new medicine. They plan to use their extensive experience in yoga as well as their own unique values and practices in order to create a unique yoga studio that has not yet been attempted in our area.

Over the past five years, demand for yoga has stabilized somewhat as competition has increased, but it has continued to garner demand from more individuals; the number of people that practice yoga **is anticipated to increase** from 36.5 million in 2016 to an estimated 52.9 million in 2021. Additionally, over the past five years, pilates and yoga studios have grown 9.1% to become a \$12 billion industry. The differentiating factors in play include the ease of onboarding newcomers to yoga, the value of the classes, and the quality of instruction. We plan to focus on making our practice feel like a community of well-intentioned individuals who are trying to better themselves, body and mind.

Our mission at JustBreathe Yoga is to give students, whether beginner or advanced, a place to practice our unique form of yoga. It is our intention to keep these teachings as close as possible to the way we have been taught, while adding to it what we have learned throughout our careers. We believe it is essential for the teacher to always act responsibly and with the students' interest in mind. Our mantra is this:

***No matter what we learn or from whom we learn, the real and only teacher is within.***

We offer our unique flavor of hatha yoga with additional workshops in related yoga disciplines. JustBreathe Yoga features well-trained professional instructors, progressive teaching methods, a noncompetitive and encouraging atmosphere, and a beautiful, natural-light-filled facility.

# COMPANY OVERVIEW

JustBreathe Yoga is an LLC and the venture is relatively new. We are currently offering small classes, both in-studio and virtual. We are building on our early success in the area by recruiting and retaining more instructors, further developing our classes, and learning more about our target audience.

JustBreathe Yoga offers our unique flavor of hatha yoga with additional workshops in related yoga disciplines. It features well-trained, professional instructors, progressive teaching methods, a noncompetitive and encouraging atmosphere, and a beautiful, natural-light-filled facility.

## Company History

JustBreathe Yoga began with the motivation of the founders to offer their take on what makes a great yoga studio. In their experience, many yoga studios lacked the deeper mind/body connection that has made yoga a timeless human practice. After their years of dedication, studying, and improvement, they are now prepared to offer their unique brand of hatha yoga to everyone.

Up until this point, we have worked on overcoming the challenge of synthesizing the deep rituals and practices of ancient yoga to a more adaptable and easy-to-digest version that people in modern society can grasp and put into practice. This has led to us adapting our services to better suit the people who will be participating in our yoga offerings and learning more about who they are, what they want, and the type of classes that will suit them best.

## Management Team

JustBreathe Yoga is owned by Dr. Samantha Townsend and managed by her trusted partner and fellow yoga master Elisa Manns. They have put together a team consisting of trained and trusted yoga practitioners as well as a legal representative and advisors who specialize in startups and helping new brick-and-mortar businesses keep a healthy cash flow. This team is committed to the yoga lifestyle and to providing our clients with a unique and beneficial yoga practice.

## Growth Plan

JustBreathe Yoga's unique approach to yoga and our dedication to helping individuals develop a deeper mind-body connection is the key to our growth plan. We hope to continue to grow our client base and add more classes as we learn more about the demands of our customers. We plan to offer discounts, free workshops for beginners, and referral discounts in order to facilitate growth.

In time, we plan to consider upgrading to a larger facility to accommodate more clients or potentially opening up multiple locations as our unique approach to yoga catches the attention

of more and more people. A combination of local and social media, as well as word-of-mouth marketing, will be crucial to growing our business and attracting more yoga practitioners. We hope to become a fully self-sustaining yoga practice by the end of our second year. Our key milestones are reaching full profitability within this time frame while keeping costs low and saving money for strategic spending opportunities. We hope to achieve a month-to-month growth rate of between 5% and 7%.

## **Exit Strategy**

JustBreathe Yoga's exit strategy includes openness to the idea of selling the studio to a larger entity that has the funds and resources to continue to develop the concept and take the business to new heights. Due to our low costs and generous margins, we anticipate this could be a feasible opportunity within three to five years.

Another possibility we are planning for is to retain the business and continue to run it to be profitable and sustainable for the long term. By maintaining a profitable business structure and a dedicated local base of customers, we can keep control while driving revenue and paying back our financial supporters. This will also allow us to scale up as needed into neighboring areas, increase our class offerings, and gain additional revenue via paid access to a library of recordings.

## **Business Model Summary**

Our business model involves customers paying a flat monthly fee to participate in as many classes as they please. Customers have two options: they can enroll at our facility or they can use the MindBody app to sign up for classes using their phone.

We intend our services to become just another part of our clients' lives, helping them become more mindful, happy, and healthy. Our business model depends on having long-term clients that integrate our classes into their regular lifestyle. Marketing will play a key role in our success and growth; we plan to implement a variety of referral and new-student specials early on to drive new customer sign-ups.

## **PRODUCT/SERVICE DESCRIPTION**

Our classes take place in a friendly, relaxing environment in our beautiful studios with a background of gentle music and a clean and welcoming aesthetic.

We offer several classes for customers of varying skill levels.

<p><b>Beginner Hatha Yoga</b></p>	<p>This is an introductory class that teaches the fundamentals of yoga. It helps students develop mindfulness and a deeper connection between mind and body. The movements and pace of the class are slower and easier, encouraging confidence and personal growth. Emphasis will be placed on basic poses and meditation practices that go along with them.</p>
<p><b>Fundamentals of Yoga</b></p>	<p>This class is designed for both beginners and intermediate yoga practitioners who want to dive a bit deeper into the core practices of yoga. This class is designed for those who have done some yoga but aren't sure where to go next or for athletic individuals who are looking to get started somewhere with a more mindful form of exercise. The class prepares students for a vigorous flow style of yoga that synchronizes breath with movement. It offers a balance of strength, flexibility, and endurance to challenge the fitness enthusiast.</p>
<p><b>Meditative Yoga</b></p>	<p>This is one of our specialty classes that merges the popular practice of mindfulness meditation with traditional yoga poses and practices. The key to this class is developing the mind-body connection and learning how to use body movement to support the practice of meditation. We envision this class being a core offering that will keep students coming back and closely tied with our practice. Not many studios offer yoga practices that have a heavy focus on the meditative aspect of yoga.</p>
<p><b>Advanced Yoga</b></p>	<p>This class is tailored for the yoga enthusiast who's looking for a challenge. It helps students refine their poses, improve their flexibility, and further strengthen their meditative ability and the mind-body connection they have been practicing. This class will be fun yet challenging for those who have experience with yoga.</p>

These classes have all been rigorously developed by our founders to ensure that students will have a pleasant and rewarding experience with yoga at any skill level.

We will also be selling merchandise and equipment such as mats, stands, clothing, etc.

## MARKET ANALYSIS

Our town, especially the downtown area, has recently emerged from COVID-related lockdown to become a more active and small-business-driven city. We believe that our centrally located yoga center will be a perfect fit for professionals who are looking for exercise after work as well as college students and young people who are looking for a new way to exercise. The key to our success will be recruiting new members through referral programs and dedicated local marketing strategies. Enticing and retaining long-term members is essential to the success of our business.

### Market Segmentation

We plan to focus on two main groups:

#### Middle- Income Urban Professionals

- » **Ages:** 26-50
- » **Sex:** 30% male, 70% female
- » **Family Income:** \$30,000–\$50,000
- » **Health/Lifestyle:** Active individuals who are focused on leading a healthy and active lifestyle. Over 70% of this group are gym members. Approximately 40% of potential customers have taken yoga classes before.
- » **Social Pattern:** Will more likely attend as part of a group
- » **Selling Point:** Our facility is within walking distance of many of the buildings that house tech company workers and is centrally located for easy access from multiple points of the city. The sessions lower stress and can be attended with workmates as a group activity or individually to de-stress and get some active relaxation time.

#### Upper Income

*(The upper-income customer is a secondary target group)*

- » **Ages:** 30-60
- » **Sex:** 30% male, 70% female
- » **Family Income:** \$60,000+
- » **Health/Lifestyle:** Active individuals who are focused on healthy food and dieting. Over 90% of this group are gym members and often use more than one gym or studio for exercise.
- » **Social Pattern:** Will more likely attend alone
- » **Selling Point:** Close to work. The session lowers stress and offers a unique ability to de-stress and become a part of a healthy fitness community.

Another important demographic is the young person, aged 18-30, who is looking to practice yoga. More than 8% of younger people aged 4 to 17—or 4.9 million—practiced yoga last year, up from about 3% in 2012, according to federal survey data. This illustrates the trend of young people understanding the invaluable health benefits of practicing yoga. We plan to continually market to young people and help them discover the physical and mental benefits of our unique approach. College-aged kids who attend the local university will also be a target market that will provide a huge boost to our customer base.

We plan to reach these markets by targeting locations they frequent around town, such as grocery stores, gyms, the college campus, local restaurants and coffee shops, etc. We also plan to capitalize on the growing digital trend by offering digital rewards programs, remote classes for busy individuals, and more tools as these trends continue.

## INDUSTRY ANALYSIS

Yoga is a trend that continues to grow every year, with more and more everyday people recognizing the life-changing benefits of mindfulness and leading an active lifestyle.

The key to a competitive edge in the yoga industry comes from the quality of the instructors as well as the customer service and ambiance of the studio itself. Yoga practitioners look to yoga to disconnect from the stresses of daily life, and we understand the need to create a separate world for our members to escape to when they need to clear their heads and unplug.

There are a number of well-respected instructors around our town, and JustBreathe Yoga strives to attract these teachers to our facility and instruct them in our unique practices and approach. Many leading yoga teachers are interested in our approach to yoga and appreciate the way we focus on the mind just as much as the body, whereas many trendy yoga studios have an undue focus on physical exercise, blurring the line between yoga studio and gym.

The location, quality, and ambiance of the facility is one of our main competitive advantages. Because it is the most attractive and accessible facility in town, teachers will want to teach here and clients will want to “escape” here. JustBreathe Yoga will focus on presenting our center as the perfect place to learn yoga skills that will improve the student both physically and mentally.

Other yoga practices in the area may be able to match our quality of instruction, but the classes are held in church halls, community centers, fitness centers, etc., and do not have the relaxing ambiance that is so important to the discipline or the unique mindful edge that our founders have spent years cultivating.



## Common Industry Products and Services

- » Yoga classes
- » Equipment
- » Clothes
- » Group Classes
- » Individual Training and Coaching
- » Workshops and Seminars
- » Accreditation Training

## COMPETITIVE LANDSCAPE

### Market Share Concentration

The pilates and yoga studios industry exhibits a low level of market share concentration. In 2021, the top two companies are expected to account for less than 2% of the total market share. The yoga industry is currently driven by local brick-and-mortar classes that are supported by modern digital tools such as the MindBody app.

### Key Success Factors

One of the main keys to our success will be to design an effective cost structure benchmark. We discuss this more in the financials section.

The main competition we face will be other studios in our area. As mentioned, our main competitors come in the form of very small and non-involved yoga and pilates groups that meet at community centers and rented studios around town. Our unique advantage is our consistent branding, community atmosphere, beautiful facility, and unique and professional yoga instructors.

## VALUE PROPOSITION

JustBreathe Yoga is an LLC, a studio venture that is currently offering small classes, both in-studio and virtual. The venture is relatively new and we are continuing to build on our early success in the area to recruit and retain more practitioners, further develop our classes, and learn more about our target audience.

JustBreathe Yoga's unique value comes from our ability to offer a fresh take on traditional yoga practices with a focus on the mind-body connection and the meditative as well as physical aspects of yoga. Many of our competitors offer very simple, surface-level classes that allow students to go through the motions without understanding the essential underlying mental practices that go with these movements.

## OPERATIONS OVERVIEW

JustBreathe Yoga will be employing a very simple yet modern operation in order to minimize costs and maximize profitability. Heavy investment was made in acquiring a beautiful studio and developing a unique and professional yoga curriculum that spans all skill levels.

For this reason, our operations consist of management and organization, as well as the continual development of our service offerings based on customer feedback and growth. Our internal team consists of close-knit yoga enthusiasts whose main goal is to help students realize the immense value that practicing yoga can bring to their lives. Our value chain consists of instructors providing amazing yoga classes to our students while operating efficiently as a team to help maintain a well-run studio. We will also offer yoga gear, equipment, and training services, as we plan to become the one-stop yoga hub in our area.

We will possibly interact with outside suppliers of yoga gear, but at the moment we only require manufacturers to help us produce our own branded clothing and workout equipment that we will sell in-store and online. Most processes will be contained in-house. The overall operations will be managed by our CEO along with a team of managers that consists of some of the yoga instructors.

One of our key strategies will be developing partnerships with local yoga experts and recruiting them to become instructors.

## MARKETING OVERVIEW

Our marketing strategy will be crucial for recruiting and retaining customers. We understand that in order to be successful, we will need to retain customers for years and provide them with enough value to feel like they are a part of something important. We will be employing multiple marketing strategies including the following:

### **Social Media and Digital Marketing**

Digital marketing and social media will be instrumental pieces of our marketing strategy. We plan to establish a powerful digital presence by creating a professional website as well as presences on all major platforms. We will design content that will highlight our yoga studio, provide educational resources to appeal to the yoga enthusiast, and create engagement with our studio and community.

### **Local Marketing**

This goes hand in hand with our digital strategy and will complement it by using local out-of-home channels such as restaurants, gyms, health food stores, and more to spread the word

about our studio. We also plan to get involved in local and community events to not only increase awareness about our brand but to cement our business as a member of the community.

### **Referral Programs / Student Discounts**

New-student specials and referral discounts are other methods we'll use to grow our customer base. Referral programs not only reward current customers and introduce new customers to our brand, but they have the added benefit of creating a social event for families or groups of friends centered around our programs and classes.

Our sales strategy is guided by the need to illustrate to customers the value of *our* approach to yoga. All our marketing strategies will revolve around education about what makes our process unique, encouraging customers to get to know our instructors and their journeys, and showcasing satisfied clients that have been with us for a long time.

## **GROWTH PLAN**

JustBreathe Yoga is in its early stages of growth, our studio having been open for only a few months. We have already secured our business as an LLC, gained our first round of customers, and begun employing aggressive marketing tactics to stimulate an influx of more customers.

So far, we have employed the abovementioned strategies including social media, local marketing, and referral programs to grow our customer base to its current level. At this rate, we anticipate that we will be able to reach profitability by the end of our first twenty months as a functioning studio.

We plan to continue recruiting yoga instructors. In the future, we may branch out and open new studios as we bring in more profits. We will be careful to not spread ourselves too thin and will only scale up slowly and sustainably. We do not want to lose the intimate connection we have with our valued students at our original location and will be careful not to do so as we grow.

We plan to expand our online presence with a YouTube channel (or other streaming video equivalent) that features educational materials that help people from anywhere in the world improve their yoga poses and meditation. This channel will be a place where we upload educational videos on a wide variety of topics as well as occasional free lessons to give subscribers a taste of what our studio offers. There are also plans to launch an online remote class that people can sign up for from anywhere. We believe our unique approach to yoga has the potential to capture a much wider audience than just our hometown/local market.

# MANAGEMENT AND STAFFING PLAN

## **Organization and Staffing**

There are two cofounders that own and run a majority of the company and its operations. Other members with equity shares include the attorney (who was brought on early in the process and given a small equity stake) and a trusted advisor.

Currently, the company has only one business advisor that the founders trust to guide them in business and growth decisions. The founders are yoga experts with some business savvy, but they understood early on the need to bring in someone with more business and financial experience to help them make the best choices regarding the design and growth of their business.

The founders plan to use their extensive experience in yoga, as well as their own values and practices, to create a unique yoga studio experience that has not been attempted in our area. Elisa Manns is responsible for running day-to-day operations and organizing management, and Dr. Samantha Townsend is responsible for designing yoga curriculums, analyzing data, and improving services over time. Our founding team has demonstrated its ability to balance the needs of the business with the development of a unique and beneficial yoga curriculum.

We are open to recruiting more team members for high-level management in order to assist with growth and overall business development, most likely coming from seasoned professionals in these areas. We are also looking to augment our sales team. At this point, we only have a single manager who designs both our marketing materials and our strategy. As we grow, we plan to bring on more specialized sales support to maintain a positive trajectory.

Our staff consists of assistants who help us with clerical duties, scheduling, and keeping everything running smoothly overall. We also have a staff of yoga instructors who are instrumental to the success of the venture. These instructors are the main touchpoint in our service offerings, and we give them the autonomy to contribute to the company in a variety of ways. They have a big role in helping us develop a curriculum that fits our mantras, but they retain the freedom to practice the way they like to.

# FINANCIAL SUMMARY

## Forecast

The values that are found in our financials are from our first few months in operation as a company, as well as from market research we have done to look into the future potential of the business. We have data that supports the listed figures and how many customers we convert per dollar spent on our marketing and growth strategies. Key expenses in our financial documents include the cost of ownership and maintenance of the property, salaries for our instructors and other staff, equipment, and marketing.

Our cash flow is steady and depends on maintaining the current base of students that we have. Our projections are showing growth in the near future as long as we maintain our present growth rate and continue to execute our marketing strategies as planned. We have been able to funnel extra money into a strategic spending account to give us the ability to spend more on new equipment, instructors, or marketing as these opportunities present themselves.

To remain successful, we will need to maintain our high-quality services so that we can justify the above-average prices we charge the students. At \$100 per month per student, we are able to achieve a 30% margin. This price point is slightly above the average monthly price at most yoga studios but is justified by our high-end facility and expertly trained instructors. Typical classes cost \$30 per hour, so the \$100 per month pays for itself quickly. We plan to maintain our student cap by continually pushing marketing and new-student/referral specials.

## Business Risks

We have given heavy consideration to the most common risks to yoga studio success. The following are some of the key challenges we face:

### Competition

The local competition is not likely to stop growing anytime soon. Just as we have planned to offer high-end services, there are likely others with great financial means who will do the same. We plan to continually analyze and develop our unique offerings while also studying trends in the yoga arena in order to maintain high student satisfaction and our unique value over local competitors with similar means.

### **Inability to Attract New Students**

Our success hinges on being able to recruit students regularly and minimize the number of those who leave the studio. This is why we place so much emphasis on our marketing and direct local strategies such as establishing a presence on Google Maps and Apple Maps, managing and addressing reviews on Yelp and other similar sites, and ensuring we are using all the relevant digital and real-world channels to reach our target market.

### **Attracting and Retaining Top Yoga Teachers**

The value of our studio rests almost completely with the instructors we employ. They are the main touchpoint for our customers. We plan to use extra profits to offer competitive pay rates to attract the top talent in the area and provide a fun, welcoming, community-driven place to work that allows instructors to teach classes they want to teach alongside our proven and forward-thinking curriculum guidelines. Instructors will be creatively in command of their days, which we hope will help us retain them for a long time.