

The Wellness School - SWOT Analysis

INTERNAL FACTORS (Attributes of the Organization)

Strengths (+) – Helpful to achieving the objectives

- The school is partnered with The Wellness Spa, which has a 30-year brand with exceptional regional recognition.

The Wellness Spa has a 30-year track record of hiring massage therapists and training graduates from other schools because new-hires often lack sufficient massage therapy skills. School staff that are also employees of The Wellness Spa will be able to teach and reinforce high standards and train our students to perform technical, musculoskeletal soft tissue repair, maintenance, stress management, relaxation, and health enhancement. Our graduates will be able to work in occupational environments performing techniques to assist clients with restricted range of motion, muscular adhesions, muscle/tendon/ligament injuries, scar tissue and a variety of other conditions. Clients experience many benefits from this style of therapy, including: increased circulation, increased immune strength, stress reduction, anxiety and depression relief, muscle and tissue repair and recovery and feelings of overall wellness. From this three decades of experience in hiring a variety of different types of therapists, our staff can identify and deliver the skills necessary to prepare new therapists to be thoroughly trained therapists, and new entrants to the workforce ready for multiple career types on day one after graduation.

- The school has access to The Wellness Spa’s active client list of over 18,000 people.

We will co-market and advertise to these people and use this strength to quickly raise awareness about our programs and use it to recruit students, instructors, staff and educational partners.

- The school has an exceptionally experienced ownership/leadership team in content and entrepreneurship (30 years in running a Massage Therapy practice).

This strength helps us “cut to the chase” to focus our program, curriculum, instruction and clinics on things that matter most to the clients of Massage Therapy and their needs and desires.

Weaknesses (-) Harmful to achieving the objectives

- The school is not yet accredited

The school will seek the Commission on Massage Therapy Accreditation (COMTA) as soon as possible. Once the school is EAP Approved and has enrolled the COMTA minimum of 5 students, the school will begin the Accreditation process with a goal of attaining Accreditation by September, 2024).

- The school is not yet eligible for Title IV funds

For the first few groups of students, the school could seek alternative tuition assistance for students in the form of possible sponsors, The Wellness Spa scholarships, and other methods to creatively assist students in meeting the financial requirements of the school. In addition, once accreditation is proved to be imminent, the school will complete the appropriate application process to achieve eligibility for Title IV funds. The school will target completion for the minimum wait time (the program is running for at least 2 years) or a target of September, 2025. In addition, the school has applied for the Wisconsin Fast Forward Grant, and, if awarded, those funds could mitigate operational school startup expenses, which in turn, could provide greater flexibility for funds that could (if approved by the EAP) be directed toward need based scholarships.

- The organization, as of yet, has no brand recognition or market presence in the Wisconsin educational market.

The school will leverage the established market presence of The Wellness Spa (18,000+ active clients) and the Qi Garden Salt Spa to co-market the school’s educational programs. In addition, the school will leverage the growing partnership with UW-Stevens Point (Administrators have already said they will market our school to their students) as well as market to high schools and professional organizations. The Wellness School will leverage The Wellness Spa’s 30-year experience and its partnerships with local and regional advertisers, marketers, and media channels.

<ul style="list-style-type: none"> • <u>The school is small which allows great flexibility and agility in operations.</u> <p>We will use our agility to pivot any operations that we learn is needed and to create new programs as our students and demand indicate.</p>	<ul style="list-style-type: none"> • <u>The school will have a very short timeline to recruit the initial group of students.</u> <p>Like the marketing mitigation above, the school will leverage the existing client lists and partnerships of The Wellness Spa and all other resources referenced above to recruit the initial group of students.</p> <ul style="list-style-type: none"> • <u>The school's Clinical Massage Therapy Program has a heavy emphasis on clinical hours. Because of this requirement, the school may periodically have a shortage of willing clients for the clinicals, or those clients may have scheduling conflicts that challenge timely fulfillment of all clinicals.</u> <p>The school will use the resources, experience, and scheduling tools of The Wellness Spa to proactively (and far in advance) schedule clients for the student clinical work. The Wellness Spa is very accustomed to high volume transactions, and it is anticipated that after leveraging that expertise, that the school will improve upon that experience to address the specific needs of the school.</p>
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EXTERNAL FACTORS (Attributes of the Environment)

Opportunities (+) – Helpful to achieving the objectives	Threats (-) Harmful to achieving the objectives
<ul style="list-style-type: none"> • <u>The school submitted an application for the Wisconsin Fast Forward Grant (a reimbursement grant), and if won, could be a source startup funds.</u> <p>If won, we will be able to use this grant to help with first year instructor salaries, instructional materials, textbooks, and other program related expenses.</p> <ul style="list-style-type: none"> • <u>There is already a significant shortage of Massage Therapists, ensuring high demand for the school's graduates for years to come.</u> <p>This school will directly address a Licensed Massage Therapist shortage locally (Stevens Point area), in Wisconsin, and nationally if our students choose to pursue opportunities out of state. The following data illustrate this shortage:</p> <p>1) According to the US Bureau of Labor Statistics, the Occupational Outlook for Massage Therapists is: "Employment of massage therapists is projected to grow 20 percent from 2021 to 2031, much faster than the average for all occupations. About 25,200 openings for massage therapists are projected each year, on average, over the decade. Many of those openings are</p>	<ul style="list-style-type: none"> • <u>The presence of Fox Valley Technical College's Massage Program that has a high end and well-funded (state assisted) massage therapy facility.</u> <p>We will mitigate this threat by building a high-end add on to The Wellness Spa that will have the look and feel of The Wellness Spa which has been a highly desirable and capable environment for decades.</p> <ul style="list-style-type: none"> • <u>The school launch is on a very tight timeline to begin its first class.</u> <p>We will mitigate this threat by building partnerships with local and regional schools, vendors, and marketing channels. In addition, we will tightly manage the project of the school launch to be especially keen regarding task dependencies so that major milestones can be accomplished according to schedule. We will leverage Dave's project management skills to help accomplish this.</p> <ul style="list-style-type: none"> • <u>The school has a dependency on Wisconsin state commercial architectural approvals and construction timelines to complete the 2nd half (new construction) of the facility.</u>

expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire." This demonstrates the continuous growth in the field for the next 8 years.

2) In Wisconsin, data from

<https://jobcenterofwisconsin.com/wisconomy/pub/occupation>, shows the following long-term state data for SOC Code 31-9011: Employment for Massage Therapists =2,649(2020), 3,223(for 2030), net increase of 574 positions, with annual growth of 57 positions and total annual openings=382.

3) Industry-based data cites (from the 2022 ISPA US Industry Study) the following: "A large majority of spas (86%) cited one or more issues in recruiting massage therapists in the last year (2021), including 87% of day spas and 92% of resort/hotel spas. Among day spas, lack of qualified candidates ranked first (53%) followed by therapists' concerns about close contact with guests (53%, down from 78% in 2020)" (p.40). Additionally, the study reports that "Massage therapists account for the largest number of unfilled positions that spas are currently trying to fill, a total of 30,000 representing 64% of unfilled service provider positions. The massage therapist share of unfilled positions is estimated at 66% in the day spa sector and 60% in the resort/hotel sector." (p.46) Of the 30,000 unfilled Massage Therapist positions, the study reports that 17,720 are full-time positions and 12,280 are part-time. (p.46). The ISPA Study: "This report presents the findings from the 2022 U.S. Spa Industry Study. The study was commissioned by the International SPA Association (ISPA) Foundation. Established in 1991, ISPA has been recognized worldwide as the professional organization and voice of the spa industry, representing health and wellness facilities and providers across the globe. Members encompass the full spectrum of the spa experience, from resort/hotel, destination, mineral springs, medical, cruise ship, club, and day spas, to service providers such as physicians, wellness instructors, nutritionists, massage therapists and product suppliers.

4) For The Wellness Spa, anecdotal evidence shows that there has been an ongoing shortage of Massage Therapists for 15 years. Reservations for massage therapy are booking out 3 months or longer, and a qualified pipeline of candidates is almost non-existent. If all massage therapists that were needed were available immediately, The Wellness Spa would hire 12 qualified therapists today.

We will mitigate this by getting in submissions as early as possible. In fact, the building plans are already submitted, and discussions and tasks are well underway with the commercial building team and the architects. We will continue to drive those tasks forward to meet state commercial construction requirements and timelines.

- High school graduates may be lured to other programs that are more online focused or have a remote component that Massage Therapy programs cannot match.

We will mitigate this threat by focusing our marketing and advertising on the things that we value most, and which are our strengths: deep applied focus, imbedded partnership with The Wellness Spa as an applied laboratory with long-standing, high quality Massage Therapy experience and community connections, and well established, exceptionally high massage delivery standards. These factors will combine to make The Wellness School a destination school to attend.

- The school is launching during a time of economic disruption and uncertainty.

We will mitigate this threat by leveraging our family of companies in such a way as to continue development of complementary multiple sources of revenue. As The Wellness Spa and existing lines of business for Qi Garden, Inc. continue to operate and grow, we will use those funds and the client relationships already established to first stabilize the new school, and then position it for growth and vitality. Additionally, we will continually seek partnerships with other organizations and opportunities that will be mutually advantageous and will increase the profitability and growth orientation of the school line of business.

- Proximity to the UW-Stevens Point, and its well-established Health Science and Wellness program provide a strong Administration and faculty partnership opportunity.

We have already begun crafting a partnership with the UWSP Health Science and Wellness program and have secured 2 instructors from the UWSP and administration interest in our program. After accreditation, we will explore hours/credit reciprocity agreements (as allowed by the EAP) with UW-Stevens Point and other schools.

- The Wellness School's geographic location is in the center of the state.

Our central location provides us with the possibility of students that are in a bigger variety of life situations. Since the program is only 3 days/ week and the drive from Chicago, Twin Cities, Madison, Milwaukee, and Appleton/Fox Valley are all less than or equal than 3 hours, it provides us an opportunity to serve commuting students as well as those who live in surrounding areas.