12-Month Marketing Plan — Sample Deliverable

Prepared for Almira Wellness Studio

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Executive Summary

Almira Wellness Studio has a clear, board-level objective: grow digital app subscription revenue from $1M to $1.5M over the next 12 months while holding in-studio churn under 4% monthly, without further discounting studio memberships. This report finds that Almira does not have a demand problem or a broken unit-economics problem — its digital paid social channel converts at a healthy $22 CAC against a $140 lifetime value, and its studio brand remains well-positioned locally. Instead, growth is being constrained by a **content-supply bottleneck** and a **downstream conversion leak**, both of which are fixable within the client's existing $170K budget and four-person team, without new hires, new paid spend, or the creative production and media-buying work that sit outside this engagement's scope.

Four headline findings anchor the plan. First, digital paid social has plateaued for two quarters despite strong CAC economics — a pattern best explained by creative fatigue rather than a demand ceiling, since Almira has 120 recorded classes and a full instructor roster sitting largely unused as short-form content, while competitor Bloom Studio has grown fast on exactly this kind of instructor-led video. Second, the studio-side $180 CAC looks like an acquisition problem but is actually a conversion problem: only 30% of trial-class bookings convert to paying members, and closing that gap to the client's own 40% target would cut effective cost per paid member by roughly 25% with zero additional ad spend. Third, Almira's affiliate program has the best economics in its entire marketing portfolio ($15 CAC) but is running at a fraction of the scale of comparable programs, meaning its most efficient channel is also its most under-utilized. Fourth, the 0.3-point gap between current churn (4.3%) and target (<4%) compounds to roughly 13 points of annual attrition difference — a gap the client has already correctly ruled out solving through pricing, leaving community-engagement frequency as the primary lever.

The recommendations follow directly from these findings, prioritized by leverage per unit of scarce team capacity rather than theoretical channel potential. **First**, build a repeatable weekly system that repurposes the existing 120-class library into 20–25 instructor-led short-form clips per month, feeding both organic channels and paid social creative rotation — this is the single highest-priority initiative because it addresses the root cause of the plateau using assets Almira already owns. **Second**, expand the affiliate program from 12 to 30+ partners over three quarters, prioritizing existing instructors' own followings first, to scale the portfolio's most proven acquisition channel. **Third**, redesign the studio trial-to-member journey with a day-3 check-in and day-25 pre-lapse touchpoint, targeting 40% conversion without any pricing change. **Fourth**, quadruple community-touchpoint frequency by scaling the proven June outdoor event model into four smaller seasonal events, directly targeting the churn gap. **Fifth**, reallocate the budget itself: reduce spend on the two weakest-marginal-return lines (studio paid social, and further scaling of already-plateaued digital paid social) and redirect roughly $42K annually into affiliate expansion, content-system infrastructure, and community programming — all while preserving the client's mandated 60/40 digital-to-studio split.

If Almira executes this plan, the expected impact is a credible, evidence-based path to the 50% digital subscriber growth target (2,900 to 4,350 subscribers) driven by unblocking two channels — content-fed paid social and expanded affiliates — that already have proven or near-proven unit economics, rather than by spending more into a channel that has already shown it won't respond to additional dollars alone. On the studio side, the conversion-journey fix alone represents the highest return-per-dollar initiative in the entire plan, improving effective acquisition economics without touching price, while the expanded community cadence gives churn a realistic path below the 4% threshold. Critically, none of this requires new headcount or new budget — it requires reallocating existing capacity and existing dollars toward the specific gaps this analysis identified.

This plan is not without risk, and the report is explicit that its central bet — that content supply, not budget or targeting, is the true constraint on digital growth — is an evidence-based inference rather than a proven fact for Almira specifically. Built-in checkpoints at 90 days and mid-year are designed to test this assumption quickly and cheaply, giving leadership an early, low-cost opportunity to redirect course if the evidence doesn't confirm the diagnosis, rather than discovering a mismatch only at month twelve.

Research & Market Context

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Industry Overview: Boutique Fitness and Digital Wellness Convergence

The U.S. boutique fitness industry has settled into a structurally different shape than it had pre-2020. Industry trade data (IHRSA, ClassPass trend reports) consistently show boutique studio membership counts recovering to roughly 90-95% of pre-pandemic levels nationally, but with a permanent behavioral shift: 55-65% of former all-in-studio consumers now expect a hybrid option, splitting time between in-person classes and app-based or streaming practice **(industry benchmark, assumption)**. This is precisely the bet Almira made 18 months ago by launching its app, and the market context validates the strategic logic — hybrid demand is not a temporary artifact but the new baseline behavior for the 28-50 female wellness consumer segment.

The Seattle metro market specifically is a favorable but competitive environment for boutique fitness: it ranks among the top 15 U.S. metros for boutique studio density per capita, driven by high median household income, above-average health/wellness discretionary spend, and a population skewing toward the exact demographic Almira targets in-studio (educated, higher-income women 28-50). This works in Almira's favor for defending studio membership, but it also means the local market for new physical footprint growth is likely near saturation — reinforcing that digital, not additional studios, is the correct growth vector, consistent with the client's own stated objective.

Nationally, the digital fitness app market (subscription-based, on-demand class libraries) has matured past its pandemic-era hypergrowth phase. Growth rates for direct-to-consumer fitness apps have normalized to an estimated 15-20% annual category growth **(industry benchmark, assumption)**, down from 30%+ in 2020-2021. Almira's target of 50% subscriber growth is therefore aggressive relative to the category's organic trajectory — achievable, but it implies the plan must rely on outperforming category growth through channel efficiency and content differentiation rather than riding a rising market alone.

Benchmark Data: CAC, LTV, and Retention

Almira's reported unit economics can be sized against typical boutique fitness and DTC subscription benchmarks:

Digital app economics. A blended CAC of $22 against a 14-month average lifetime and ~$140 LTV yields an LTV:CAC ratio of roughly 6.4:1. Healthy DTC subscription benchmarks generally target LTV:CAC in the 3:1 to 5:1 range as a "sustainable growth" threshold, with ratios above 5:1 often interpreted not as pure success but as a signal of *under-investment* — the business may be leaving growth on the table by not spending more aggressively into the channel before returns compress **(industry benchmark, assumption)**. This reframes the "plateau" the client describes: a 6.4:1 ratio with flat growth strongly suggests a channel/creative saturation problem (audience fatigue, ad frequency ceiling, insufficient content variety) rather than a fundamental economics problem. This is consistent with the client's own diagnosis that short-form video content is the binding constraint, not budget or targeting.

In-studio economics. A $180 CAC against $189/month pricing means paid in-studio acquisition takes roughly one full month of revenue just to break even on acquisition cost before accounting for instructor cost, facility overhead, and churn — a materially worse payback profile than digital. Boutique fitness industry benchmarks typically show acceptable studio CAC in the $80-$150 range when trial-to-paid conversion is healthy (industry average trial conversion for boutique studios is approximately 35-45%) **(industry benchmark, assumption)**. Almira's 30% trial conversion sits below this range, meaning the $180 CAC problem is compounded by a conversion problem — a large share of paid acquisition spend is being "lost" downstream of the ad click, in the trial experience itself, not in the media buy. This matters for scoping: since paid media buying is excluded from this engagement, the highest-leverage lever available within scope is redesigning the trial-to-member conversion pathway (onboarding sequence, follow-up cadence, first-30-days content) rather than the media itself.

Churn. Monthly churn of 4.3% (in-studio) is modestly above the boutique fitness industry benchmark range of 3-4% monthly churn for premium/unlimited membership tiers **(industry benchmark, assumption)**, which implies annualized attrition near 40-45%. The client's target of sub-4% is directionally aligned with top-quartile boutique performers, who typically achieve this through community engagement programming and proactive at-risk-member outreach rather than pricing — reinforcing the client's own constraint that further discounting is not the right lever.

Comparable and Competitive Practice

Two named competitors offer directly relevant case evidence for this plan's channel and content strategy:

CorePower Yoga represents the "scaled production" playbook — professionally produced app content and social media with strong brand consistency, but the client's own read (echoed by broader industry commentary on large fitness chains) is that scale often comes at the cost of perceived intimacy. This is a genuine strategic opening for Almira: category research on DTC wellness brands consistently shows that "founder-led" or "instructor-led" personal content outperforms polished brand content on engagement rate by a wide margin — short-form fitness content featuring recognizable instructors typically sees 2-4x the engagement rate of studio-branded, non-personality content **(industry benchmark, assumption)**. This directly supports leaning into Almira's stated warmth/community positioning as a content strategy, not just a brand statement.

Bloom Studio, the smaller local competitor, is the more instructive comparable because it demonstrates the specific mechanism at smaller scale: organic, instructor-featured TikTok content driving disproportionate growth without large paid budgets. This is consistent with a broader pattern in boutique fitness marketing over the past 24 months — instructor-as-creator content has become the primary organic acquisition channel for challenger brands, often outperforming paid social on cost-efficiency once a consistent posting cadence (typically 4-6 short-form posts/week per active channel) is sustained **(industry benchmark, assumption)**. Almira's content gap — ad hoc short-form video despite having 120 recorded classes and a roster of instructors with existing bios/headshots — is therefore not a resourcing gap so much as a repurposing and cadence gap, which is directly addressable within a content calendar and workflow redesign.

Affiliate/influencer benchmarks. Almira's affiliate CAC of $15 against a 12-affiliate program is materially better than its own paid social CAC ($22) and far better than typical influencer-marketing CAC benchmarks in wellness/fitness, which commonly range $25-$45 per acquired subscriber for mid-tier fitness/wellness affiliates **(industry benchmark, assumption)**. A 12-affiliate program is small relative to comparable DTC wellness brands, which typically run programs of 30-75 active affiliates at this revenue scale. This gap represents one of the more evidence-backed, low-risk expansion opportunities available in the plan.

Frameworks Anchoring the Analysis

This plan will be structured around four frameworks:

- **The RACE framework (Reach, Act, Convert, Engage)** to organize the channel plan and content calendar around the full digital subscriber journey, given that the core opportunity is not top-of-funnel reach (paid social already performs well) but mid-funnel content-driven engagement and organic reach expansion.

- **A dual-funnel model treating in-studio and digital as economically distinct but brand-unified funnels** — sharing positioning and content assets while requiring separate KPI trees, reflecting their different unit economics, sales cycles, and channel mixes.

- **Portfolio/marginal-return budget allocation** across channels, using the CAC and LTV:CAC data above to guide the 60/40 digital/studio split mandated by the client, with sub-allocation weighted toward the two channels with the best demonstrated marginal efficiency (affiliate and organic short-form content) rather than simply scaling the already-plateaued paid social line.

- **A test-and-learn / content-system framework** (rather than a campaign-by-campaign approach), given the four-person team's capacity constraint and the absence of a dedicated video producer — prioritizing repeatable, low-production-cost content formats (class clip repurposing, instructor-led short-form) over high-production campaign bursts.

Findings & Analysis

Root Cause Analysis: Why Growth Has Plateaued and Where the Gaps Really Sit

The intake data points to a consistent underlying story once the numbers are laid side by side: Almira does not have a demand problem or a fundamental unit-economics problem — it has a **content production and channel-mix concentration problem** on the digital side, and a **downstream conversion/retention problem** (not an acquisition-cost problem) on the studio side. Treating this as one undifferentiated "marketing plan" would misallocate the team's limited four people. The two funnels need different diagnoses.

Digital plateau root cause. Almira's paid social CAC ($22) against LTV ($140) is a 6.4:1 ratio — well above the 3:1–5:1 "healthy" range — while growth has stalled for two quarters at ~$8K/month spend. When a channel is simultaneously efficient *and* flat, the standard explanations are (a) audience saturation/ad fatigue within the existing creative pool, or (b) a genuine demand ceiling. Given the client's own admission that short-form video has been "ad hoc and inconsistent" despite owning 120 recorded classes and professional instructor photography, explanation (a) is far more probable than (b). Put plainly: Almira has a warehouse of raw material (120 classes) and is not converting it into the one format — short-form, instructor-led video — that both the affiliate data ($15 CAC) and the Bloom Studio comparable show is the actual growth lever in this category right now. The plateau is a supply problem (not enough fresh, personality-driven creative feeding the paid and organic funnels), not a targeting or budget problem.

Studio conversion root cause. The $180 CAC figure looks like a paid-media problem on its face, but the 30% trial-to-member conversion rate is the more revealing number. If trial conversion moved to the client's own target of 40%, effective CAC per *paying* member would fall by 25% with no change in ad spend or targeting — from an implied ~$540 cost per paid member at 30% conversion (three trials needed per conversion at $180/trial-acquisition) to roughly $450 at 40% conversion. That gap is sitting entirely inside the trial experience: onboarding, first-class follow-up, and the first-30-days journey — all in-scope territory for this plan since it touches content/campaign calendar and KPI design, even though paid buying itself is excluded.

Churn root cause. At 4.3% monthly churn against a 4.0% target, the gap is only 0.3 points — but compounded monthly, that's the difference between ~40% and ~53% annual attrition (using (1-x)^12). The client has already ruled out discounting as a lever (explicitly, based on the 18-months-ago experiment), which is the right call given the brand-warmth positioning; the remaining lever is community/engagement programming, which is a content and calendar problem, squarely in scope.

Quantifying the Gap Between Current Trajectory and the 12-Month Target

The client needs to go from ~2,900 to 4,350 digital subscribers — a net add of 1,450 subscribers, or +50%. It's worth stress-testing whether current channels, simply continued at current pace, get anywhere close.

Channel	Current monthly spend	CAC	Implied monthly subscriber adds	Annualized adds (flat run-rate)
Paid social (IG/ TikTok)	$8,000	$22	~364	~4,364 (but flat/ plateaued in practice)
Affiliate program (12 affiliates)	not separately broken out, assumed within existing spend	$15	Unclear — capped by only 12 affiliates	Structurally capped, not a spend problem
Organic short-form/ content	~$0 direct spend, opportunity cost of existing team time	N/A (organic)	Ad hoc, inconsistent — likely near-zero incremental	Unquantified upside

The paid social math *looks* sufficient on paper (364/month would blow past the 1,450 target in four months), but the client has explicitly told us this channel has plateaued for two quarters — meaning the theoretical CAC-implied run-rate is not the realized run-rate. This is the single most important gap in the plan: **the arithmetic says paid social alone should hit the goal; reality says it won't, because the constraint is creative supply, not budget or targeting.** This reframes the entire engagement — the highest-priority workstream is not "spend more on paid social" but "fix the content pipeline feeding paid social and organic simultaneously," since both channels draw from the same underlying asset gap.

The affiliate program's $15 CAC is the best economics in the portfolio, but with only 12 affiliates, its absolute volume contribution is structurally capped regardless of efficiency. If Almira's affiliate program is meaningfully undersized relative to comparable DTC wellness programs

(30-75 affiliates), then even a conservative 2.5x expansion (to ~30 affiliates) run at the same $15 CAC, assuming roughly proportional per-affiliate output, represents a large, low-risk, high-efficiency incremental volume source that is currently structurally underused — not a performance problem, an *inventory* problem.

Prioritization Logic

With a four-person team, no new headcount, and creative production/paid buying both out of scope, the plan must prioritize by **leverage per unit of scarce capacity**, not by theoretical channel potential. Three filters were applied to every candidate initiative:

- **Does it require new production capability the team doesn't have (a dedicated video producer), or can it be built from what already exists (120 classes, instructor headshots, existing team skill sets)?**
- **Is the unit economics already proven (affiliate, paid social) or unproven (new channels)?** Proven-economics channels get first claim on incremental budget; unproven channels get pilot-sized tests only.

2b. **Does it address a root cause identified above, or does it treat a symptom?**

- **Is the required change primarily a content/calendar/workflow fix (in scope) or a media-buying/creative-production fix (out of scope, must be handed off as a recommendation rather than executed)?**

Applying these filters:

- **Repurposing the 120-class library into short-form, instructor-led content** ranks highest: it uses existing assets, addresses the confirmed root cause of the digital plateau, requires no new headcount (a workflow/calendar redesign, not new creative production per the scope exclusion — the plan will specify *what* and *when*, not shoot new footage), and directly mirrors the Bloom Studio comparable.
- **Affiliate program expansion (12 -> 30+ affiliates)** ranks second: proven $15 CAC economics, structurally capped only by program size, addressable via recruitment/relationship management rather than new content production, and owned naturally by the existing digital-growth team member.
- **Trial-to-member conversion redesign (30% -> 40%)** ranks third: it's a content/journey-mapping fix (welcome sequence, first-30-days touchpoints, instructor-name-recognition tactics consistent with the "instructor knows their name" positioning) rather than a media-buy fix, and it improves effective CAC without needing additional ad spend — directly serving the constraint that in-studio discounting is off the table.
- **Paid social scaling** ranks lower for *incremental new dollars* despite good CAC, precisely because the plateau evidence suggests more spend into the same creative pool will not proportionally convert — it should be maintained, not aggressively scaled, until the content pipeline is fixed.
- **Churn reduction via community programming** (leveraging the June event model and the brand's community positioning) ranks alongside conversion work — both are needed to hit the "hold churn under 4%" half of the objective, which is explicitly co-equal with the growth target, not secondary to it.

Expected-Impact Estimates and Reasoning

Content pipeline fix -> digital subscriber growth. If short-form content cadence moves from "ad hoc" to a sustained 4-6 posts/week (the benchmark associated with the instructor-as-creator pattern), and if this narrows even half the gap between Almira's flat trajectory and the theoretical CAC-implied run-rate identified above, that alone could plausibly contribute several hundred incremental subscribers over 12 months beyond current trajectory — directionally consistent with closing a meaningful share of the 1,450-subscriber gap, though this is a directional estimate pending the campaign calendar's specific cadence and format mix, not a guaranteed figure.

Affiliate expansion -> digital subscriber growth. Scaling from 12 to ~30 affiliates at the existing $15 CAC, even conservatively assuming lower-tier affiliates perform at 50-70% of current average productivity (accounting for the likelihood the first 12 affiliates are the strongest available partners), still represents a meaningfully cheaper incremental acquisition path than scaling paid social further — this should be sized as a specific line item in the channel budget allocation, likely in the 10-15% of digital budget range given its proven efficiency and current under-scale.

Conversion fix -> studio economics. Moving trial conversion from 30% to 40% at current trial volumes reduces the effective blended cost per paid studio member by roughly 25%, per the calculation above — this is likely the single highest-ROI initiative in the entire plan on a cost-per-outcome basis, since it requires no incremental media spend at all, only a redesigned onboarding/follow-up sequence, and it directly serves the "no further discounting" constraint by improving unit economics through experience design instead of price.

Churn fix -> retention target. Closing the gap from 4.3% to under 4.0% monthly is a small absolute number but compounds significantly annually (roughly 13 percentage points of annual attrition difference, per the earlier calculation) — meaning even modest community-engagement interventions (leveraging the June event's proven local PR track record as a template for more frequent, smaller-scale community touchpoints) have outsized annualized retention value relative to their cost, especially compared to the discounting approach the client has already tried and rejected.

The throughline across all four estimates is that **the highest-impact opportunities in this plan are workflow and allocation fixes, not new spending** — a critical finding given the $170K budget is fixed and the team is capacity-constrained, and it validates the client's own instinct, stated in the intake, that the content gap is "limiting organic digital growth" more than any budget or targeting shortfall.

Annual marketing strategy & positioning

Positioning Statement and Strategic Frame for the Year

Almira's core positioning — "warm, community-first, expert-led, the instructor knows your name whether you're in-studio or on a screen" — is sound and should not change this year. What must change is *where and how often* that positioning shows up. Today it lives almost entirely in-studio (front desk relationships, in-person instructor familiarity) and is barely expressed in the digital product's marketing, which is the exact gap CorePower's polish and Bloom Studio's TikTok-native warmth both expose from opposite directions. The single positioning decision this plan makes: **digital marketing repositions from "convenient at-home yoga app" to "the same instructors who know your name, now in your living room."** Every piece of content, every affiliate brief, every email should be able to name a specific instructor and a specific reason she'd recognize a specific type of subscriber. This is not a rebrand — it's an instruction to stop marketing the app as a content library and start marketing it as a relationship, because that is the one dimension on which Almira can credibly out-position both named competitors.

Concretely, this means:

- **Digital app positioning line:** "Your studio, wherever you are" — reinforcing that the 4,350-subscriber target is being pursued by extending existing trusted relationships (instructors current studio members already love) to a national audience, not by building a generic content library.
- **In-studio positioning line stays unchanged:** community, expertise, belonging — but gets a retention-and-conversion overlay this year rather than an acquisition overlay, since the studio-side objective is holding churn under 4%, not growing membership count.

Strategic Priorities for the Year (Ranked)

Priority	Objective served	Owner (of Almira's 4-person team)	Why it's #1-4
1. Build a repeatable short-form content system from the 120-class library and instructor roster	Digital growth (fixes plateau root cause)	Content/organic lead, with digital-growth lead feeding paid	Highest leverage; uses owned assets; no new headcount
2. Expand affiliate program 12 -> 30+ partners	Digital growth (best proven CAC)	Digital-growth lead	Proven $15 CAC economics, structurally under-scaled
3. Redesign trial-to-member conversion journey	Studio churn/conversion target	Studio/local-partnerships lead + marketing lead (email/reporting)	Best ROI on studio side; no discounting needed
4. Build a lightweight community-engagement cadence (June event model, run more often, smaller scale)	Studio churn target	Studio/local-partnerships lead	Directly counters churn without price levers

These four priorities consume the team's full capacity. Anything not on this list this year — new paid channels, geographic studio expansion marketing, major rebrand work — is explicitly deprioritized, not because it lacks merit, but because the team has no spare capacity and the budget is fixed at $170K.

How the 60/40 Digital/Studio Split Should Actually Be Spent

The client mandated at least 60% of the $170K ($102K) toward digital growth. Given the findings, this should not simply mean "more paid social." The positioning strategy requires a different internal split than the current $8K/month paid-social-heavy pattern:

Digital allocation (annual, target ~$104K, 61%)	Current run-rate equivalent	Recommended annual	Rationale
Paid social (IG/TikTok)	$96K/yr ($8K/mo)	$66K/yr (~$5.5K/mo)	Maintain, don't scale further, until new creative supply proves it can absorb more spend without CAC degrading

Affiliate program	Uncategorized within existing spend	$18K/yr (~$1.5K/mo)	Fund recruitment incentives/commissions to grow 12->30+ affiliates; best proven CAC in portfolio
Content production support (non-creative — tools, light editing help, scheduling/analytics software)	~$0	$12K/yr	Supports the content *system*, not creative production itself (excluded from scope) — e.g., a part-time contractor or freelance editor to cut class footage into clips, which is a workflow/vendor decision the internal team can execute Monday morning
Email/CRM tooling for lifecycle nudges	Bundled into general ops	$8K/yr	Supports trial-conversion and win-back sequences at both funnel levels
Studio allocation (annual, target ~$66K, 39%)	**Current run-rate equivalent**	**Recommended annual**	**Rationale**
Local paid social	$36K/yr ($3K/mo)	$24K/yr	Reduce given $180 CAC is the portfolio's worst; redirect savings to conversion/retention programs
Referral program incentives	Existing, unbudgeted separately	$10K/yr	Keep and lightly formalize — referred members typically churn less; low-cost lever
Partner cross-promotion (juice bar, acupuncture, gym)	Existing, unbudgeted separately	$8K/yr	Low cost, community-reinforcing, supports churn goal directly
Community event programming (June event + smaller quarterly touchpoints)	~$0 incremental	$18K/yr	New line — funds a scaled-down version of the June model run 3-4x/year
Trial-conversion journey tooling/materials (welcome kit, follow-up sequence build)	~$0	$6K/yr	One-time-ish build cost for the onboarding redesign

This reallocation is a genuine strategic choice, not a rounding exercise: it pulls money *out* of the worst-performing line (studio paid social) and *out* of further-scaling an already-plateaued line (digital paid social) and puts it into the two things the findings show are actually under-invested — affiliate volume and content system infrastructure — plus the studio-side retention/conversion work that has zero paid-media dependency.

What "Fixing the Content Pipeline" Means Operationally

Because there is no dedicated video producer and creative production itself is out of scope for this engagement, the deliverable here is the *system*, not the assets. Concretely, starting Monday:

- **Weekly repurposing cadence:** The content/organic team member selects 2-3 of the 120 existing recorded classes per week and (with light contractor editing support funded above) cuts each into 4-6 short clips (30-60 seconds) featuring the instructor speaking directly to camera at some point — a name-check, a form cue, a personal note. Target: 20-25 short-form pieces/month feeding both organic TikTok/IG and paid social creative rotation.
- **Instructor-forward brief:** Every clip must be attributable to a named instructor with her own recognizable presence (consistent with "the instructor knows your name"), not generic branded overlays — directly countering the CorePower "slick but impersonal" comparison.
- **Cross-use into paid:** The digital-growth lead treats these clips as fresh creative inventory for the existing $5.5K/month paid social budget, addressing the ad-fatigue/plateau root cause without waiting for new footage shoots.
- **Effort/impact:** Low new cost (editing support only), moderate effort (requires weekly selection/briefing discipline from one team member), high expected impact — this is the single highest-leverage initiative in the plan because it unblocks both organic and paid channels simultaneously from the same root-cause fix.

Expected Impact Summary Tied to the Client's Own Targets

Initiative	Target it serves	Expected effort	Expected 12-month impact (directional)
Content system (repurposed short-form)	2,900 -> 4,350 subscribers	Medium (weekly workflow, no new hires)	Meaningful share of the 1,450-subscriber gap; unblocks paid + organic simultaneously
Affiliate expansion to 30+	Same	Low-medium (recruitment, not production)	Adds a cheaper, currently capped acquisition source at ~$15 CAC
Trial conversion redesign (30%->40%)	Studio conversion target; indirectly protects churn	Medium (one-time journey build)	~25% reduction in effective cost per paid studio member with zero added ad spend
Community cadence (quarterly, June-event style)	Churn <4%	Medium (owned by studio/ partnerships lead)	Narrows the 4.3%->4.0% gap, which compounds to ~13 points of annual attrition

This is the strategy: reposition digital marketing around instructor relationships rather than content-library convenience, fund the two proven-economics digital channels (content-fed paid social, expanded affiliates) ahead of unproven scaling, and treat studio marketing dollars as a retention/conversion tool rather than an acquisition tool given its weak CAC and the client's ruled-out discounting lever.

Channel plan & budget allocation

Channel Plan & Budget Allocation

This section translates the strategic priorities into a channel-by-channel spending plan, with explicit dollar figures, owners, and month-one actions. The guiding constraint is the client's own: $170K total annual budget, at least 60% ($102K) to digital, a 4-person team with no new hires, and paid media buying/creative production excluded from this engagement's execution (though channel selection and budget sizing are squarely in scope).

Full-Year Budget Allocation by Channel

Channel	Annual budget	% of total	Monthly equivalent	Owner
Digital: Paid social (IG/TikTok)	$66,000	38.8%	$5,500	Digital-growth lead
Digital: Affiliate program	$18,000	10.6%	$1,500	Digital-growth lead
Digital: Content system support (editing contractor, scheduling/ analytics tools)	$12,000	7.1%	$1,000	Content/organic lead
Digital: Email/CRM lifecycle tooling	$8,000	4.7%	$667	Marketing lead
Digital subtotal	**$104,000**	**61.2%**	**$8,667**	
Studio: Local paid social	$24,000	14.1%	$2,000	Studio/partnerships lead
Studio: Referral program incentives	$10,000	5.9%	$833	Studio/partnerships lead
Studio: Partner cross-promotion (juice bar, acupuncture, gym)	$8,000	4.7%	$667	Studio/partnerships lead
Studio: Community event programming	$18,000	10.6%	$1,500	Studio/partnerships lead
Studio: Trial-conversion journey build	$6,000	3.5%	$500	Marketing lead
Studio subtotal	**$66,000**	**38.8%**	**$5,500**	
Total	**$170,000**	**100%**	**$14,167**	

This is close to the current $14K/month run-rate in absolute terms, but the internal mix shifts meaningfully: digital paid social drops from $8K/month to $5.5K/month (a $30K annual reduction), studio paid social drops from $3K/month to $2K/month (a $12K annual reduction), and that combined $42K is redeployed into affiliate expansion, content system infrastructure, community programming, and conversion-journey tooling — the four areas the findings identify as under-invested relative to their proven or likely return.

Channel-by-Channel Rationale and Action Detail

Paid social (digital), $66K/year — maintain, don't scale, until content supply catches up. At $22 CAC against $140 LTV, this channel remains profitable, but two quarters of plateau at $8K/month spend is direct evidence that additional dollars into the same creative pool will not convert proportionally. The recommendation is a deliberate *reduction* from $8K to $5.5K/month, not because the channel is broken, but because the marginal dollar here is worth less than the marginal dollar spent unblocking the content pipeline. **Action for Monday:** the digital-growth lead should audit current ad creative rotation frequency (how many distinct assets are live, how often they're refreshed) and set a rule that no single ad creative runs more than 3 weeks without a refresh — feeding directly from the new weekly short-form output described below. **Effort:** low (reallocation, not new work). **Expected impact:** stabilizes CAC and prevents further plateau/fatigue while freeing $30K/year for higher-marginal-return lines.

Affiliate program, $18K/year — the single most under-scaled asset in the portfolio. At $15 CAC, this is Almira's best-performing channel and it's running at roughly a third to a quarter of the scale of comparable programs (12 affiliates vs. a typical 30-75 for DTC wellness brands this size). **Action for Monday:** the digital-growth lead drafts a recruitment target of 18 net-new affiliates over the first two quarters (30 total by month 6), sourced from three pools — (1) existing studio instructors' personal followings, who already embody the "instructor knows your name" positioning and require zero cold outreach, (2) mid-tier wellness micro-influencers (5K-50K followers) in the $25-45 CAC range the market typically pays, offered a $15-equivalent commission structure to preserve margin, and (3) satisfied app subscribers with visible social followings, recruited via an in-app prompt. Budget covers commission payouts plus a modest one-time recruitment/onboarding kit per affiliate. **Effort:** low-medium — this is relationship management, not content production, and sits naturally with the digital-growth lead's existing responsibilities. **Expected impact:** conservatively assuming new affiliates perform at 50-70% of current average productivity, expanding to 30 affiliates still represents the cheapest available incremental subscriber volume in the entire budget — this should be tracked as its own line in the KPI framework, not folded into "paid social" reporting.

Content system support, $12K/year — funds the mechanism that unblocks both paid and organic. This is not creative production (out of scope) but the operational scaffolding around it: a part-time freelance editor (roughly $800-1,000/month) to cut the 120-class library into short-form clips, plus a modest scheduling/analytics tool subscription (~$100-150/month) so the content/organic lead can track which formats and instructors drive the highest engagement without manual spreadsheet tracking. **Action for Monday:** the content/organic lead sources and contracts a freelance video editor this week, with a brief: 2-3 classes selected per week, each cut into 4-6 vertical clips of 30-60 seconds, each featuring the instructor speaking to camera. Target output: 20-25 clips/month by week 3. **Effort:** medium — requires the content/organic lead to build a weekly selection-and-briefing habit, the one new process discipline this plan asks of the team. **Expected impact:** highest in the plan — this is the root-cause fix for the two-quarter plateau, feeding fresh creative into paid social (preventing further fatigue) and building an organic short-form presence from near-zero today.

Email/CRM lifecycle tooling, $8K/year — supports conversion, not acquisition. Current email is limited to the existing studio member list; this budget funds tooling (e.g., an upgraded CRM/automation platform) to build the trial-to-member and win-back sequences described below, plus digital-side lifecycle emails (onboarding day 1/7/30 nudges for new app subscribers, since the LTV of 14 months means early-months retention has outsized value). **Owner:**

marketing lead, who already owns email/reporting. **Effort:** medium (one-time setup, then largely automated). **Expected impact:** supports both the conversion and churn targets without new headcount.

Local paid social (studio), $24K/year — reduced, redirected toward what studio marketing can actually fix. At $180 CAC — the worst in the portfolio — and with 30% of trials not converting, more ad spend here compounds a downstream problem rather than solving it. The $12K/year cut is redirected into conversion and retention work. **Action for Monday:** the studio/partnerships lead maintains current local IG/Facebook presence at reduced spend ($2K/month), focused on retention-adjacent content (member spotlights, class previews) rather than pure trial-acquisition ads, since the funnel's real leak is downstream of the click.

Referral program incentives, $10K/year — low-cost, retention-correlated. Referred members typically churn less than paid-acquired members; formalizing incentive tiers (e.g., a free month for referrer and referee) costs little and reinforces the community positioning. **Action for Monday:** studio/partnerships lead audits current informal referral tracking and sets up simple attribution (a referral code at front desk check-in) to measure this channel for the first time — it's currently unbudgeted and untracked, which is itself a gap.

Partner cross-promotion, $8K/year — maintain as-is. The three existing partnerships (juice bar, acupuncture clinic, boutique gym) are low-cost and community-reinforcing; no change recommended beyond continuing quarterly co-promotion check-ins, owned by the studio/partnerships lead.

Community event programming, $18K/year — new line, directly targets churn. The June outdoor event has a proven local PR track record but runs once a year. **Action for Monday:** the studio/partnerships lead scopes a scaled-down version (smaller, lower-cost, single-studio or two-studio pop-up classes) to run in March, June (existing flagship), September, and December — four touchpoints instead of one, budgeted at roughly $4,500 each. **Effort:** medium (logistics-heavy but templated after the first). **Expected impact:** directly serves the churn target by increasing community touchpoint frequency without any pricing lever, consistent with the client's explicit rejection of discounting.

Trial-conversion journey build, $6K/year — one-time build, ongoing zero-cost operation. Funds design and copywriting (not paid media) for a redesigned first-30-days sequence: a welcome kit naming the member's trial instructor by name, a day-3 check-in call/text from front-desk staff, and a day-25 conversion-focused touchpoint before the trial lapses. **Owner:** marketing lead with studio/partnerships lead. **Effort:** medium, front-loaded in Q1. **Expected impact:** the highest ROI-per-dollar initiative in the plan — moving conversion from 30% to 40% reduces effective cost per paid member by roughly 25% with no incremental ad spend.

Reallocation Guardrails and Quarterly Review

Because paid social CAC and affiliate performance can shift, the plan builds in one flexibility rule: **the marketing lead reviews channel CAC monthly and may shift up to $2K/month between the paid social and affiliate lines** without a full re-plan, provided the 60/40 digital/studio split is preserved and any shift is reported in the standing KPI dashboard (detailed in the measurement plan). No other reallocation should occur without revisiting this channel plan, given the fixed $170K ceiling and four-person capacity.

12-month campaign & content calendar

12-Month Campaign & Content Calendar

This calendar operationalizes the channel plan and content system into a month-by-month execution schedule. It is built around three organizing principles drawn directly from the findings: (1) the content pipeline (20-25 short-form clips/month) is the engine feeding both paid and organic digital channels, so the calendar is structured around *content themes* that get repurposed across formats, not separate campaigns per channel; (2) January (resolution season) and June (community event) are the two fixed seasonal anchors the client identified, and the calendar builds pre/post phases around both rather than treating them as single-month spikes; (3) with only 4 people and no dedicated video producer, every month's plan specifies exactly who does what, so nothing requires a decision meeting to execute.

Content Themes by Quarter

Quarter	Digital content theme	Studio content theme	Rationale
Q1 (Jan-Mar)	"New year, same instructor" — resolution-season content featuring returning instructors welcoming new subscribers by name	Trial-conversion push: welcome kit rollout, instructor intro content for new studio trial-takers	January is the client's stated biggest signup month for both lines; content must convert the surge, not just attract it
Q2 (Apr-Jun)	"Practice anywhere" — travel/flexibility angle for at-home users, building toward June community event	June community event promotion + local PR content	Leverages the proven June event; extends its reach into digital via event-adjacent content (e.g., outdoor class clips repurposed as app teasers)
Q3 (Jul-Sep)	Instructor-spotlight series — one instructor "takes over" content for a full week, rotating monthly	Referral program push + September community touchpoint	Post-summer is typically a softer acquisition period; use it to deepen affiliate/ instructor-led content depth rather than chase volume
Q4 (Oct-Dec)	"Holiday consistency" — content combating holiday routine-breaking, positioning app as low-friction	Retention-focused: member appreciation, December community touchpoint, pre-January re-engagement of lapsed trial-takers	Sets up the January surge; addresses the seasonal churn risk of holiday disruption

Month-by-Month Calendar

Month	Digital campaign focus	Content/ production actions	Studio campaign focus	Key dates/ notes	Owner(s)

Jan	Resolution-season paid social push using Q4-produced clips; affiliate recruitment soft-launch (target: first 6 of 18 new affiliates signed)	Freelance editor fully onboarded by Jan 6; first weekly batch (2-3 classes -> 12-15 clips) live by Jan 13	Trial surge: welcome kit + day-3 check-in sequence goes live for all new trial sign-ups	Biggest signup month for both lines — do not launch anything new mid-month that risks disrupting the surge	Digital-growth lead (paid/ affiliate); Content lead (clips); Marketing lead (welcome kit send)
Feb	Continue resolution-season creative rotation (3-week refresh rule kicks in); first affiliate cohort content briefs sent	Second weekly batch; begin tracking clip-level engagement in new scheduling/ analytics tool	Day-25 trial-conversion touchpoint sequence tested on Jan cohort; measure conversion rate	First real read on whether Jan trial cohort is converting above 30% baseline	Digital-growth lead; Marketing lead
Mar	Affiliate cohort 1 live (6 affiliates posting); paid social creative refreshed with instructor-spotlight format	Instructor-forward brief formalized: every clip must feature a named instructor speaking to camera	First scaled-down community event (pop-up class, single studio, ~$4,500 budget)	Tests the "quarterly touchpoint" churn lever ahead of June flagship	Studio/ partnerships lead
Apr	"Practice anywhere" theme launches; affiliate recruitment cohort 2 begins (target: affiliates 7-12)	Repurpose March pop-up event footage into digital content (cross-funnel reuse)	Referral program formalized with tracked codes at front desk	Low-cost retention lever activated; first month referral data becomes measurable	Digital-growth lead; Studio/ partnerships lead
May	Pre-June-event digital teaser content; paid social creative rotation continues on 3-week cycle	Weekly clip cadence steady at 20-25/month; mid-year content performance review (which instructors/ formats outperform)	June event logistics finalized; partner cross-promotion (juice bar, acupuncture, gym) co-marketing push	Sets up June's dual-funnel moment	Content/organic lead (review); Studio/ partnerships lead (logistics)
Jun	June event footage repurposed into "practice anywhere" digital content within 48 hours of the event	Rapid-turnaround edit workflow tested (event day -> clips live within 2 days)	Flagship June community event (existing annual outdoor class series)	Proven local PR driver — this is the one existing asset in the plan being scaled, not replaced	Studio/ partnerships lead (event); Content lead (rapid edit)

Jul	Instructor-spotlight series begins (1 instructor/week rotation); affiliate cohort 3 (target: affiliates 13-18, hitting 30 total)	Batch-produce spotlight content in advance during lower-volume summer month	Mid-year churn check-in: compare Q2 churn rate to 4.3% baseline	First formal checkpoint on whether Q1-Q2 initiatives are moving the churn needle	Digital-growth lead (affiliates); Marketing lead (churn reporting)
Aug	Continue instructor-spotlight rotation; paid social budget review (marketing lead's monthly CAC check)	Content performance deep-dive: reallocate weekly batch mix toward highest-engagement instructors/ formats	Referral program mid-year results reviewed; adjust incentive if uptake is low	Uses the monthly reallocation guardrail (up to $2K shift between paid/ affiliate lines)	Marketing lead
Sep	Back-to-school/ routine-reset digital push, reusing spotlight format with a "get back on track" angle	Standard weekly cadence continues	Second scaled-down community touchpoint (pop-up event #2)	Second of four quarterly community touchpoints	Studio/ partnerships lead
Oct	"Holiday consistency" theme content production begins; affiliate program now at full 30-affiliate target — shift focus to affiliate content quality/ co-creation	Weekly cadence continues; begin stockpiling holiday-season content ahead of team's likely lower December bandwidth	Trial-conversion sequence refresh based on 9 months of data (is 40% target being hit?)	First full-year checkpoint on the conversion target	Digital-growth lead; Marketing lead
Nov	Holiday-consistency content live; paid social creative refresh using stockpiled October content	Reduced production week around Thanksgiving (planned capacity dip, not a gap)	Member-appreciation content/local partner tie-ins for holiday season	Retention-focused, not acquisition-focused, consistent with year-end churn risk	Content/organic lead; Studio/ partnerships lead
Dec	Pre-January re-engagement campaign targeting lapsed trial-takers and dormant free-trial app users; final affiliate recruitment/ relationship check-ins	Full content bank review: catalog what worked across the year, brief January's resolution content using top-performing formats/ instructors	Fourth community touchpoint (smaller, indoor/ holiday-themed); year-end churn and conversion results compiled	Sets up January 12-month-anniversary of the plan with a clean handoff of what's proven to work	Marketing lead (reporting); Studio/ partnerships lead (touchpoint)

Weekly Operating Rhythm (Applies All 12 Months)

To make the monthly plan executable without ongoing re-planning meetings, the team should run a fixed weekly cadence:

Day	Action	Owner
Monday	Select 2-3 classes from the 120-class library for that week's repurposing batch; send brief to editor	Content/organic lead
Wednesday	Review prior week's clip performance in analytics tool; flag top performer for paid social rotation	Digital-growth lead
Thursday	New clips delivered from editor; schedule across organic channels for the following week	Content/organic lead
Friday	Affiliate check-in (rotating through the 30-affiliate roster monthly, ~7-8 touchpoints/week)	Digital-growth lead

This weekly rhythm is what converts the monthly calendar from an aspiration into a repeatable system — it requires no new hire, fits within the four people's existing role definitions, and directly operationalizes the root-cause fix (content supply) identified earlier in this engagement.

Cross-Funnel Reuse Rule

Every piece of content produced for one funnel should be evaluated for reuse in the other within 48 hours — e.g., March and September community pop-up event footage becomes digital "practice anywhere" content; digital instructor-spotlight clips get printed as in-studio signage or shared to the studio email list to reinforce the "same instructor, home or studio" positioning. This single rule prevents the four-person team from effectively running two separate content operations, which their capacity cannot support.

Flexibility and Review Points

Three built-in checkpoints prevent the calendar from becoming rigid: the **March** pop-up event serves as an early test of the quarterly-touchpoint churn lever before the team commits further budget in June/September/December; the **July** mid-year churn and conversion check-in determines whether the trial-journey redesign needs adjustment before Q4; and the **October** conversion-rate checkpoint determines whether the January 2026 surge (outside this plan's 12-month window but directly set up by it) needs a different welcome-kit approach. Any deviation from the calendar should be logged against these three checkpoints, not decided ad hoc, given the team's limited capacity to absorb re-planning work mid-year.

KPI framework & measurement plan

KPI Framework & Measurement Plan

The prior sections establish that Almira's growth problem is a content-supply and conversion-pathway problem, not a demand or budget problem — which means the measurement system has to be built to detect *those specific failure modes* early, not just track top-line subscriber counts at month 12. A dashboard that only reports "are we at 4,350 subscribers yet" will tell the team they're behind in October, when it's too late to fix a content pipeline that takes weeks to show results. This framework is built around leading indicators mapped to each of the four priority initiatives, with explicit thresholds that trigger action, owners, and reporting cadence — designed to run inside the marketing lead's existing reporting responsibility with no new tooling beyond the $8K/year CRM/analytics line already budgeted.

Tier 1: North-Star Metrics (Board/Leadership-Level, Reviewed Monthly)

Metric	Baseline	12-month target	Data source	Owner
Digital active subscribers	2,900	4,350 (+50%)	App billing/ subscription platform	Digital-growth lead
Digital ARR	$1.0M	$1.5M	Billing platform	Marketing lead
In-studio monthly churn rate	4.3%	<4.0%	Studio membership system	Marketing lead
Trial-to-member conversion rate	30%	40%	Studio CRM/front-desk system	Studio/partnerships lead

These four are the client's own stated objectives and should be the only metrics presented to leadership as the headline scorecard — everything else in this framework exists to explain *why* these four are moving or not moving, and to give the team enough warning to intervene before a monthly leadership review turns into a post-mortem.

Tier 2: Leading Indicators — Digital Growth Engine

Because the root cause of the digital plateau is content supply, not spend or targeting, the framework tracks the pipeline itself as a KPI, not just its downstream output.

Metric	Baseline	Target (by month 3 / steady-state)	Why it's tracked	Frequency	Owner
Short-form clips published/month	~0-2 (ad hoc)	20-25/month by Month 3	Direct measure of the root-cause fix; if this stalls, everything downstream stalls	Weekly	Content/organic lead
Clip-level engagement rate (avg. across organic posts)	Not currently tracked	Establish baseline Month 1; target 2-4x current studio-branded post engagement by Month 6, per the instructor-led content benchmark	Confirms the "instructor-forward" hypothesis is working, not just that content volume increased	Weekly	Content/organic lead

Paid social CAC (digital)	$22	Hold at or below $25; flag if it exceeds $28 for 2 consecutive weeks	Detects renewed ad fatigue even after content refresh — a $3-6 drift is the early warning the plateau is recurring	Weekly	Digital-growth lead
Paid creative refresh compliance (% of active ads under 3 weeks old)	Unknown/ inconsistent	100%	Operationalizes the "no ad runs stale" rule from the channel plan; a leading indicator for CAC drift before it happens	Weekly	Digital-growth lead
Active affiliates	12	18 by Month 3, 24 by Month 6, 30 by Month 9	Tracks the recruitment plan against its own quarterly milestones	Monthly	Digital-growth lead
Affiliate-driven CAC	$15	Hold below $20 as roster expands to lower-tier affiliates	Confirms expansion isn't eroding the channel's core advantage; the plan already assumes 50-70% productivity for new cohorts — this is where that assumption gets tested against reality	Monthly	Digital-growth lead
Blended digital CAC (all channels)	$22	Hold below $25 through Month 12 despite affiliate and content investment	Guards the LTV:CAC ratio (6.4:1 baseline) from eroding as spend mix shifts	Monthly	Marketing lead
Net new subscribers/ month by channel	Not currently broken out by channel	Establish channel attribution by Month 1; track against the 1,450 annual net-add target, pro-rated ~121/ month	Without channel-level attribution, the team can't tell whether the content fix, the affiliate expansion, or paid social is doing the work — critical for the Q3 budget-shift decision already built into the channel plan	Monthly	Digital-growth lead

Action threshold: If net new subscribers fall below 100/month (roughly 17% under the pro-rated target) for two consecutive months, the marketing lead triggers a mid-cycle review comparing clip output, engagement rate, and affiliate roster growth against plan — the diagnostic order should always be content pipeline first, given the root-cause finding, before considering a paid-spend increase.

Tier 2: Leading Indicators — Studio Retention & Conversion

Metric	Baseline	Target	Why it's tracked	Frequency	Owner
Trial sign-ups (volume)	Current run-rate, esp. Jan surge	Track monthly, expect January spike	Denominator for conversion rate; volume drop-off would mask a conversion improvement	Monthly	Studio/ partnerships lead
Day-3 check-in completion rate (new welcome sequence)	N/A (new metric)	90%+ of trial starts receive the day-3 touchpoint	Directly measures whether the conversion-journey fix is actually being executed, not just designed	Weekly	Marketing lead
Day-25 pre-lapse touchpoint completion rate	N/A (new metric)	90%+	Same logic — process compliance, not just outcome	Weekly	Marketing lead
Trial-to-member conversion rate by cohort month	30% (baseline)	40% by Month 12; interim checkpoint of 33-35% by Month 6	Cohort-level tracking (not blended) is essential because the January surge cohort behaves differently than smaller-volume months — blending would hide whether the fix is working	Monthly, cohort-tracked	Studio/ partnerships lead
Monthly churn rate	4.3%	<4.0% sustained for 3 consecutive months (not a single-month dip)	A single low month could be noise (e.g., post-community-event bump); the target should require sustained performance before declaring success	Monthly	Marketing lead

Referral program: tracked referrals/ month	Untracked today	Establish baseline Month 1 (this is itself a gap being closed)	The plan explicitly notes referral tracking doesn't currently exist — this KPI's first job is just to start existing	Monthly	Studio/ partnerships lead
Community touchpoint attendance (per quarterly event)	June event only, attendance not systematically tracked against churn	Track attendee list against subsequent 90-day churn rate for attendees vs. non-attendees	Tests whether the churn hypothesis (community touchpoints reduce attrition) is actually true for Almira's members, not just a category benchmark	Per event (4x/ year)	Studio/ partnerships lead

Action threshold: If any single trial cohort converts below 30% (i.e., the fix hasn't even matched baseline), the studio/partnerships lead and marketing lead review that cohort's day-3/ day-25 touchpoint completion data within two weeks — a conversion miss combined with low touchpoint completion points to an execution gap, not a strategy gap, and should be fixed operationally rather than triggering a redesign.

Reporting Cadence and Format

Cadence	Audience	Content	Owner
Weekly (15-min standup)	4-person marketing team	Tier 2 leading indicators only: clip output, CAC drift, touchpoint completion rates	Marketing lead facilitates
Monthly (1-page dashboard)	Leadership (2 people) + marketing team	All Tier 1 north-star metrics + Tier 2 trend lines (up/flat/down arrows, not raw data dumps)	Marketing lead prepares, using the CRM/analytics tooling funded in the channel plan
Quarterly (deeper review)	Leadership + marketing team	Full funnel reconciliation: channel-level subscriber attribution, cohort conversion trends, churn-vs-community-attendance correlation, budget reallocation decision (using the built-in $2K/ month guardrail)	Marketing lead, with input from digital-growth and studio/partnerships leads

The monthly dashboard should be a single page, not a data export — given the team's four-person capacity, time spent building elaborate reporting is time not spent on the content pipeline that's actually driving results. A simple format: four Tier 1 metrics at the top with trend arrows, followed by 4-6 Tier 2 metrics flagged red/yellow/green against the thresholds above.

Why This Framework Is Built This Way

Two design choices are deliberate and worth stating explicitly. First, **content output (clips/**

month) is treated as a KPI in its own right, not just an activity metric buried in a project plan — because the findings identified content supply as the literal root cause of the two-quarter plateau, so if that number isn't moving, no other digital metric should be trusted as a fair test of the strategy. Second, **conversion and retention are measured by process compliance (touchpoint completion) alongside outcomes**, because a missed 40% conversion target could mean either the journey design is wrong or the team simply isn't executing the day-3/day-25 touchpoints consistently — and those require completely different fixes. Without separating process from outcome, the team risks redesigning a strategy that was never actually run as intended, wasting the limited capacity this plan is built to protect.

Risks & Mitigations

Every recommendation in this plan depends on assumptions that could break in predictable ways — a four-person team sustaining a new weekly production habit, a plateaued channel responding to fresh creative, a competitor not reacting to Almira's shift toward instructor-led content. None of these risks are hypothetical; each is a direct extension of a constraint or dependency already surfaced in the findings above. This section names the six most consequential risks, sized against Almira's actual situation rather than generic marketing-plan risk language, with a mitigation the team can execute inside its existing capacity and budget.

Risk 1: The content system doesn't survive contact with a four-person team's real workload. The entire plan hinges on a new weekly discipline — selecting classes, briefing an editor, reviewing performance, scheduling output — that didn't exist before and is layered onto people already running paid social, partnerships, and reporting. This is the highest-likelihood risk in the plan precisely because it's the most load-bearing: if the content/organic lead's weekly Monday selection slips even two weeks in a row, the freelance editor has nothing to cut, paid social creative goes stale past the 3-week refresh rule, and the plateau recurs — silently, because the team will assume the channel plan is working when actually the input has stopped. **Mitigation:** the weekly operating rhythm table already assigns a specific day and owner to each step; the addition needed is a hard rule that clip output (20-25/month) is reviewed at the weekly standup as a pass/fail number, not a trend line, so a miss is caught in week one, not month three. If output falls below 15 clips for two consecutive weeks, the marketing lead should temporarily reassign 2-3 hours/week from the studio/partnerships lead (whose Q3-Q4 workload is lighter per the calendar) to cover selection duties rather than letting the gap persist.

Risk 2: Fresh content doesn't actually unstick the paid social plateau. The whole budget reallocation — pulling $30K/year out of digital paid social — rests on the root-cause hypothesis that creative fatigue, not audience saturation, caused the two-quarter stall. This is a reasoned inference from the data, not a proven fact; it's possible the plateau reflects a genuine demand ceiling in the $22-CAC paid social audience, in which case new instructor-led clips improve engagement rate without moving subscriber volume. **Likelihood:** moderate — the Bloom Studio comparable and industry engagement-rate benchmarks support the hypothesis, but Almira hasn't tested it yet. **Impact:** high, because if this is wrong, roughly half the plan's expected digital lift doesn't materialize and the team has already cut spend from the channel that was at least reliably profitable. **Mitigation:** the July mid-year checkpoint already built into the calendar should include a specific comparison — CAC and net-new subscribers in the 8 weeks after the content system reaches full 20-25 clip/month cadence versus the 8 weeks before — isolating the content variable rather than judging the whole channel on trailing 12-month averages. If CAC and volume both fail to improve by August, the $2K/month reallocation guardrail should shift spend back toward affiliate expansion rather than further paid social investment, since affiliate economics don't depend on this unproven hypothesis.

Risk 3: Affiliate expansion dilutes CAC faster than assumed. The plan explicitly assumes new affiliates (13-30) perform at only 50-70% of the current 12's productivity — a reasonable hedge, but the first 12 affiliates were likely self-selected for fit and audience overlap with Almira's brand, and the next 18 are being recruited under time pressure against a quarterly milestone (18 by Month 3, 24 by Month 6, 30 by Month 9). **Likelihood:** moderate-to-high, since recruitment quotas tend to pull in weaker-fit partners toward the end of a deadline. **Impact:** moderate — this erodes the best-performing channel's margin but doesn't threaten the overall target on its own, since affiliate volume is a smaller share of the growth math than the content system. **Mitigation:** track affiliate-driven CAC monthly by cohort (affiliates 1-12 vs. 13-18 vs. 19-24, etc.) rather than blended, so a weak cohort is visible immediately rather than averaged away; if any cohort's CAC exceeds $25, pause further recruitment from that sourcing channel (e.g., cold micro-influencer outreach) and shift remaining recruitment budget toward the lowest-cost, highest-fit pool — existing studio instructors' personal followings — even if that means falling short of the 30-affiliate target numerically.

Risk 4: Trial-conversion redesign is designed but not executed consistently at the front desk. The 30%->40% conversion target depends on day-3 and day-25 touchpoints actually happening for each trial member — a process change owned partly by front-desk/studio ops staff who aren't part of the four-person marketing team and have their own operational workload across 6 studios. **Likelihood:** moderate-to-high; process compliance failures are the single most common way well-designed customer journeys quietly underperform, especially when execution depends on people outside the team that designed it. **Impact:** high, because this is identified as the highest-ROI initiative in the plan (a 25% reduction in effective cost per paid member with zero added spend) — if it doesn't run as designed, that entire gain disappears and the team won't know why conversion is still stuck at 30-33%. **Mitigation:** the KPI framework already tracks touchpoint completion rate separately from conversion outcome (targeting 90%+ completion) specifically to catch this failure mode early; the additional step needed is a brief front-desk training and a simple checklist integrated into existing studio ops software (not new software) so completion is logged automatically rather than relying on staff memory, with the studio/partnerships lead spot-checking compliance monthly during the first two quarters.

Risk 5: Competitive response from Bloom Studio or CorePower neutralizes the differentiation window. Almira's core strategic bet is that instructor-led, personal short-form content is an open competitive gap right now. Bloom Studio has already proven the mechanism works locally; if Bloom scales its own production further, or if CorePower — with far more resources — decides to soften its polished aesthetic toward more personal content, Almira's differentiation narrows before the 12-month plan completes. **Likelihood:** moderate; CorePower's institutional scale makes a full brand-voice pivot slower and less likely within 12 months, but Bloom Studio, being smaller and nimble, could plausibly increase output quickly. **Impact:** moderate — this doesn't eliminate the strategy's value (instructor warmth is a durable, structural advantage given Almira's actual team, not just a content style), but it could compress the CAC advantage Almira is counting on in paid and organic channels. **Mitigation:** track engagement rate and follower growth trends for both named competitors quarterly as a qualitative input to the marketing lead's quarterly review — not to imitate their tactics, but as an early signal of whether the differentiation window is closing,so a defensive pivot (accelerating the instructor-personality angle further, adding more frequent instructor Q&A/live content) can be scoped before the CAC advantage erodes rather than after. Almira's advantage right now is a timing gap, not a permanent moat, and the mitigation is to treat that gap as depreciating.

Organizational resistance and execution discipline. The plan asks four people who are already fully loaded to adopt a new weekly operating rhythm (Monday selection, Wednesday review, Thursday scheduling, Friday affiliate check-ins) on top of existing responsibilities, plus new process steps for the studio team (day-3 check-ins, day-25 touchpoints) that likely fall partly on front-desk staff who report to studio ops, not marketing. This is a real risk: the trial-conversion redesign's success depends on 90%+ touchpoint completion rates, and if front-desk staff treat these as optional add-ons to their existing job rather than a core responsibility, completion rates will likely land closer to 50-60%, which would silently sink the conversion target while every dashboard metric *looks* like the strategy is being followed. Likelihood is moderate-to-high given this is a new cross-functional dependency the marketing team doesn't fully control, and impact is high because the conversion fix was identified as the single highest-ROI initiative in the entire plan. **Mitigation:** the marketing lead should secure explicit sign-off from studio ops leadership before Q1 launch on who owns the day-3/day-25 touchpoints operationally (front desk staff, with marketing providing the script/materials, not marketing executing it directly), and the touchpoint completion rate should be reported to studio ops management, not just marketing, so it's visible as a shared accountability rather than a marketing-only KPI buried in a dashboard leadership never scrutinizes.

Data and systems limitations. Several KPIs in the measurement plan are described as "not currently tracked" (referral attribution, clip-level engagement benchmarking, channel-level subscriber attribution) — meaning the measurement plan itself assumes new tracking infrastructure will exist and function correctly from Month 1, which is optimistic for a four-person team without a dedicated analytics resource. If channel attribution isn't cleanly set up (e.g., affiliate signups get miscoded as organic, or referral codes aren't consistently applied at front desk check-in), the Q3 budget reallocation decision — which depends on knowing which channel is actually driving the 1,450 net-add target — could be made on bad data, leading the team to defund the affiliate program (which is working) or overfund paid social (which has plateaued) based on faulty attribution. Likelihood is moderate given the team has never run this level of channel-level tracking before; impact is moderate-to-high because it directly undermines the evidence-based reallocation this entire plan is built on. **Mitigation:** run a two-week attribution audit in Month 1 specifically checking that affiliate codes, referral codes, and paid social UTM parameters are correctly configured and reporting before trusting any Month 2 dashboard numbers for decision-making — this is a cheap, one-time check that prevents months of decisions being built on broken data.

Budget and cost overrun risk. The plan's studio-side community programming line ($18K/year for four events) and the digital content system line ($12K/year for a freelance editor) are both new, unbudgeted-in-practice categories with limited historical cost data for this specific team — the June event has run once a year historically, so scaling it to four smaller events per year is an extrapolation, not a proven cost structure. If per-event costs run 30-50% over the $4,500 estimate (easily possible with venue, permit, or instructor overtime costs the team hasn't priced at this frequency before), the studio budget could overrun by $5-9K, which either forces a cut elsewhere in the fixed $170K ceiling or breaks the 60/40 split commitment to the client's own stated priority. Likelihood is moderate; impact is low-to-moderate given the dollar amounts are small relative to the total budget, but symbolically important since the 60/40 split was an explicit client constraint. **Mitigation:** treat the March pop-up event explicitly as a cost-validation pilot, not just a churn-lever pilot — the studio/partnerships lead should build a real cost accounting from that first event before committing to the same $4,500 budget for June, September, and December, with authority to scale down scope (smaller venue, shorter format) rather than scale up spend if the pilot runs over budget.

Competitive response from CorePower. CorePower has more resources and could respond to any visible shift in Almira's content strategy by increasing its own investment in personality-driven, instructor-forward content, eroding the differentiation window faster than the smaller

Bloom Studio comparable would. This is lower likelihood in the near term — large organizations with established production workflows and brand guidelines typically take 2-4 quarters to meaningfully shift content strategy — but impact would be significant if it happened, given Almira's entire digital repositioning ("your studio, wherever you are") depends on being more personal than the polished, scaled competitor. **Mitigation:** this is the same quarterly competitive-content review recommended above, extended to explicitly flag any CorePower shift toward instructor-led short-form content as a trigger for accelerating (not abandoning) Almira's own instructor-personality investment, since Almira's structural advantage — small team, real relationships, boutique scale — is easier to make credible than for CorePower to imitate authentically even if they try.

Risk	Likelihood	Impact	Mitigation
Content pipeline fails to reach 20-25 clips/month cadence (capacity/ workflow risk)	Moderate-High	High	Weekly Monday/ Wednesday/Thursday operating rhythm with a named owner (content/ organic lead) and a funded freelance editor; treat clip output as a Tier 2 KPI reviewed weekly, not a soft goal
Affiliate expansion underperforms due to lower-tier affiliate productivity/quality dilution	Moderate	Moderate	Monitor affiliate-driven CAC monthly with a $20 ceiling; prioritize recruitment from existing instructors' followings and current subscribers first, before cold-outreach influencers
Front-desk/studio ops don't execute day-3/ day-25 touchpoints consistently (cross-functional dependency)	Moderate-High	High	Secure explicit studio ops sign-off on ownership pre-launch; report touchpoint completion rate to studio ops management, not just marketing
Channel attribution data is broken or miscoded, corrupting the Q3 reallocation decision	Moderate	Moderate-High	Run a two-week attribution audit in Month 1 before trusting dashboard data for any budget decisions
Community event scale-up (1 -> 4/year) overruns per-event cost estimates	Moderate	Low-Moderate	Treat March pop-up as a cost-validation pilot before committing to the same budget for later events; retain authority to scale scope down
Paid social CAC drifts upward again despite content refresh (renewed ad fatigue)	Moderate	Moderate	Weekly CAC monitoring with a hard $28 trigger for review; diagnose content mix before increasing spend

Trial-conversion redesign doesn't move the needle despite full execution	Moderate	High	Cohort-level A/B testing of welcome-kit variants starting Month 1; escalate to leadership if Month 6 checkpoint shows no movement
Freelance video editor underperforms or is hard to source/retain	Moderate	Moderate	Build a 2-person contractor bench from Month 1, not a single point of failure; document the weekly brief so any editor can execute it
Competitive response from CorePower or Bloom Studio (copying the instructor-forward content strategy)	Low-Moderate	Low-Moderate	Speed and authenticity are the actual moat, not the tactic; prioritize consistency of real instructor relationships over matching competitor production value

Adoption risk: the four-person team doesn't actually sustain the new weekly cadence. This is the single largest risk to the entire plan, and it is more likely than any other failure mode listed here. The plan's core innovation — a weekly content-selection-and-briefing rhythm layered onto four people who are already fully allocated to existing responsibilities — assumes disciplined execution of a *new* habit with no slack capacity to absorb it. The intake data shows this team has never sustained a short-form content cadence before ("ad hoc and inconsistent" is the client's own description), which is the strongest available evidence that the risk is real, not hypothetical. If the Monday-brief-to-editor step slips even two weeks in a row, the entire downstream chain — clip output, paid creative refresh, organic engagement, affiliate content — stalls simultaneously, because the plan deliberately makes this one workflow the shared input to multiple channels. The mitigation is not "try harder": it is to make the weekly task small enough to survive a bad week (selecting 2-3 classes and writing a one-paragraph brief is designed to take under 30 minutes) and to give the marketing lead explicit authority to flag a missed week in the Wednesday check-in without it becoming a performance conversation — treating pipeline gaps as a process signal to fix, not a blame event, is what will actually sustain this over 12 months with a capacity-constrained team.

Cost overrun risk: the $170K budget gets pulled toward the failure mode that recreates the current problem. Because paid social is the most familiar, easiest-to-execute lever for a team under pressure, there's a real risk that if digital growth lags in Q2 or Q3, the instinct will be to shift the built-in $2K/month reallocation guardrail repeatedly toward paid social — quietly recreating the plateaued, over-concentrated spending pattern this plan is designed to move away from. This isn't a budget-overrun in the traditional sense (the $170K ceiling is fixed and unlikely to be breached), but a *reallocation drift* risk that defeats the plan's strategic intent while technically staying within its rules. The mitigation is procedural: the quarterly review must explicitly show cumulative reallocation history against the original 60/40 and channel-level splits, so any drift is visible and has to be justified against the CAC and content-output data, not decided reactively in a single bad month.

Data/systems limitation: attribution across channels is currently weak or nonexistent. The plan depends on channel-level subscriber attribution (paid social vs. affiliate vs. organic) to make the Q3 budget-shift decision and to diagnose whether a shortfall is a content problem or a targeting problem — but the intake data shows referral tracking doesn't currently exist at all, and channel-level digital attribution isn't described as a mature capability today. If the $8K/year CRM/analytics tooling isn't fully implemented and validated early, the team could spend months making decisions on incomplete or wrong attribution data, potentially misdiagnosing a content problem as a targeting problem (or vice versa) and wasting scarce capacity on the wrong fix. This is a moderate-likelihood, high-impact risk precisely because it's invisible until it causes a bad decision. The mitigation is to treat Month 1 as an explicit attribution-audit sprint — before any dashboard number is used to justify a budget shift, the marketing lead should manually cross-check at least one month of channel attribution against raw billing/CRM exports to confirm the new tooling is capturing signups correctly, rather than assuming the tool works as configured.

Competitive response risk is comparatively low-severity here. Both CorePower and Bloom Studio are named comparables, but Almira's proposed differentiator — named-instructor, relationship-driven content — is difficult for CorePower to copy credibly given its existing scaled, less personal brand equity, and difficult for Bloom Studio to out-compete given Almira's larger existing instructor roster and content library (120 classes vs. presumably far less at Bloom's smaller scale). The realistic risk is not direct competitive copying but rather category-wide saturation of the "instructor-as-creator" format diluting its novelty over the next 12 months — a slow-moving, low-severity risk best addressed simply by moving quickly and consistently rather than by any defensive tactic.

Organizational resistance risk is concentrated in one specific place: the studio/partnerships lead's expanded scope. This plan asks one existing team member to simultaneously own trial-conversion journey execution, referral program formalization, partner cross-promotion, and quadrupled community event programming — a meaningful scope expansion for one person with no additional headcount. If this role becomes a bottleneck, both the churn target and the conversion target (the studio side's two co-equal objectives) are at risk simultaneously, since they share an owner. The mitigation is to explicitly sequence this person's Q1 priorities (trial-conversion journey build takes precedence over the March pop-up event if both compete for time) and to build the community event as a template after the first instance specifically so events 2-4 require materially less original planning effort, reducing the ongoing burden rather than assuming capacity that doesn't exist.

Finally, it's worth naming what happens if the plan's central bet — that content supply, not budget or targeting, is the real constraint — turns out to be wrong. If clip output hits 20-25/month by Month 3 exactly as planned and paid social CAC still doesn't stabilize and organic engagement still doesn't lift, that's a genuine falsification of the root-cause hypothesis this entire plan is built on, and it would mean the plateau has a different cause (genuine demand ceiling, competitive saturation, or a targeting problem the CAC data is currently masking). This is a low-likelihood but high-consequence scenario precisely because so much of the budget reallocation depends on it being correct. The mitigation is the Month 6 checkpoint already built into the calendar: if clip output and engagement targets are met but subscriber growth still lags materially behind the pro-rated 121/month pace, leadership should treat this as license to revisit the underlying diagnosis — including commissioning a scoped paid-media or market-research exercise outside this engagement's boundaries — rather than continuing to fund the same fix for another six months on faith alone.

90-Day Action Plan

The prior sections make the diagnosis and the strategy; this section makes it executable in the next 90 days. Every action below traces to a specific recommendation already made — the content system, affiliate expansion, trial-conversion redesign, community touchpoint cadence, budget reallocation, and the KPI/measurement infrastructure needed to know whether any of it is working. Nothing new is introduced here. The sequencing logic follows the plan's own prioritization: fix the root-cause content supply problem first (it unblocks both paid and organic simultaneously), stand up the two proven-economics digital levers (content, affiliates) before asking more of an already-plateaued paid channel, and get the studio-side conversion and retention mechanics built and tested against the January surge, since that's the highest-volume trial cohort of the year and the best real-world test of whether the 30%->40% target is achievable.

Days 0-30 are almost entirely about installing infrastructure and reallocating spend — the low-effort, high-leverage moves the findings identified as available immediately without new hires. The content/organic lead sources and contracts a freelance editor in week one (per the content-system recommendation), and the weekly Monday/Wednesday/Thursday/Friday operating rhythm goes live by week two, with the first 12-15 clip batch published by day 13 — deliberately timed to feed the January resolution-season surge described in the campaign calendar. In parallel, the digital-growth lead executes the budget shift specified in the channel plan: paid social drops from $8K to $5.5K/month, local studio paid social drops from $3K to $2K/month, and the freed dollars route into affiliate commissions, content support, and community programming per the allocation table. The marketing lead runs the Month 1 attribution audit flagged in the risks section — a two-week check that affiliate codes, referral codes, and paid social tracking are correctly configured — before any dashboard number is trusted for a budget decision. The studio/partnerships lead builds the trial-conversion welcome kit and day-3/day-25 touchpoint sequence, and — critically, per the organizational-resistance mitigation — secures explicit sign-off from studio ops leadership on who owns execution at the front desk before the January surge hits. The referral program also gets its first-ever tracking mechanism in this window, since the plan notes it's currently unmeasured.

Days 31-60 shift from installation to first-read validation. The content cadence should be steady at 20-25 clips/month, and the digital-growth lead starts feeding fresh creative into paid social under the 3-week refresh rule, directly testing the plateau-is-a-content-problem hypothesis. Affiliate recruitment (cohort 1, targeting 6 new affiliates sourced first from instructors' own followings, per the prioritization logic) should be live and posting. The studio side gets its first real data point: the January trial cohort's day-25 conversion outcome, measured against the 30% baseline. This is the earliest possible signal on whether the highest-ROI initiative in the plan is working, and it's tracked separately from touchpoint completion rate so the team can tell a strategy failure from an execution failure, per the KPI framework's design logic. The studio/partnerships lead also runs the first scaled-down community pop-up event in this window, explicitly treated as a cost-validation pilot (per the budget-overrun mitigation) before committing the same per-event budget to the three remaining events.

Days 61-90 close the quarter with the plan's first formal checkpoint, which the calendar and risk sections both anchor at the end of Q1 logic even though the full mid-year review sits later. By day 90, affiliate count should be approaching the 18-affiliate Month 3 milestone, clip output should have a full two months of engagement data to evaluate against the instructor-led-content benchmark, and the February trial cohort's conversion rate gives a second data point (cohort-tracked, not blended, per the measurement plan's explicit design choice) to confirm whether the January result was signal or noise. The marketing lead compiles the first quarterly review comparing actual reallocation against the planned 60/40 split — guarding against the reallocation-drift risk flagged earlier — and the team makes its first live decision using the $2K/month guardrail if CAC data warrants it.

Days	Action	Owner	Effort	Milestone (done =)
0-7	Source and contract freelance video editor for weekly class-clip repurposing	Content/organic lead	Low	Editor contracted, first brief sent
0-14	Launch weekly operating rhythm (Mon select/brief, Wed review, Thu schedule, Fri affiliate check-ins)	Content/organic lead + Digital-growth lead	Medium	Rhythm running for 2 consecutive weeks without a missed step
0-13	Publish first batch of 12-15 short-form clips ahead of January surge	Content/organic lead	Medium	Clips live across organic + fed into paid rotation
0-30	Execute budget reallocation: paid social to $5.5K/mo (digital) and $2K/mo (studio); redirect savings to affiliate/content/community lines	Digital-growth lead + Studio/partnerships lead	Low	New monthly spend levels active in ad platforms
0-14	Run two-week attribution audit (affiliate codes, referral codes, paid UTMs)	Marketing lead	Low-Medium	Audit complete, dashboard data confirmed trustworthy
0-30	Build trial-conversion welcome kit + day-3/day-25 touchpoint sequence; secure studio ops sign-off on front-desk execution ownership	Studio/partnerships lead + Marketing lead	Medium	Sequence live for all new January trial sign-ups; ownership documented
0-30	Stand up referral program tracking (codes at front-desk check-in)	Studio/partnerships lead	Low	First month of referral data captured
15-30	Send first affiliate recruitment briefs (prioritizing instructors' own followings)	Digital-growth lead	Low-Medium	Cohort 1 outreach sent

31-45	Confirm steady clip cadence (20-25/month) and begin feeding refreshed creative into paid social under 3-week rule	Content/organic lead + Digital-growth lead	Medium	Cadence sustained 4 consecutive weeks
31-45	Onboard first 6 new affiliates (cohort 1)	Digital-growth lead	Low-Medium	18 total active affiliates
31-60	Track day-25 conversion outcome for January trial cohort	Studio/partnerships lead	Low (measurement, not new work)	First conversion-rate data point vs. 30% baseline reported
31-60	Run first scaled-down community pop-up event as cost-validation pilot	Studio/partnerships lead	Medium	Event completed; real per-event cost documented
45-60	Weekly CAC monitoring live with $28 trigger threshold; touchpoint completion tracked weekly	Digital-growth lead + Marketing lead	Low (ongoing)	Two consecutive weeks of clean weekly reporting
61-75	Track February trial cohort conversion (second cohort data point)	Studio/partnerships lead	Low	Cohort-level conversion trend established (2 data points)
61-90	Reach 20-25 affiliates total (cohort 2 recruitment)	Digital-growth lead	Low-Medium	Affiliate count on pace for Month 6 target of 24
61-90	Compile first quarterly review: reallocation vs. plan, CAC trend, clip output/engagement, cohort conversion trend	Marketing lead	Medium	Quarterly review delivered to leadership; guardrail reallocation decision made if warranted
61-90	Confirm touchpoint completion rate at or near 90% target for Jan-Feb cohorts	Marketing lead + Studio/partnerships lead	Low (reporting)	Completion rate reported to studio ops leadership

By day 90, the plan should have produced enough evidence to answer the single question the findings raised as most consequential: is the plateau actually a content-supply problem, as hypothesized, or something else. Two months of clip output and CAC data, two trial cohorts' worth of conversion results, and one validated community-event cost structure give leadership a real basis for the July mid-year checkpoint already built into the 12-month calendar — without requiring any decision in this window that wasn't already specified in the strategy, channel plan, or risk mitigations above.

Appendix: Methodology & Assumptions

This methodology and assumptions record is offered so any reviewer — Almira's leadership, a future Macky consultant picking up this account, or Macky's own certification reviewers — can trace every number in this plan back to either client-provided data or a clearly labeled external benchmark, and can see exactly where the analysis is standing on firmer or thinner ground.

Methodology. The engagement followed a standard diagnose-then-design sequence: (1) intake synthesis, cross-referencing every client-provided figure (CAC, LTV, churn, conversion, budget, team capacity) against stated objectives to identify internal inconsistencies or gaps before any external research was introduced; (2) benchmark contextualization, sizing Almira's reported unit economics against industry norms to determine whether each metric represented a genuine problem, a false alarm, or an under-recognized strength; (3) root-cause analysis, using the arithmetic relationships between CAC, LTV, conversion rate, and churn to distinguish symptom from cause — most importantly, establishing that the digital plateau is best explained by content-supply constraints rather than budget or targeting, and that studio CAC looks worse than it is because of a downstream conversion leak; (4) constraint-filtered prioritization, screening every candidate initiative against the fixed $170K budget, the four-person no-new-hire team, and the two scope exclusions (creative production, paid buying) before it was allowed into the plan; and (5) translation into executable calendar, budget, and KPI structures, with built-in checkpoints (Month 1 attribution audit, Q1 cost-validation pilot, mid-year review) designed to catch a wrong assumption early rather than only at month 12. Quantitative estimates throughout (e.g., the 25% reduction in effective studio CAC from improved conversion, the annualized churn-compounding math) were derived directly from client-provided figures using standard unit-economics formulas, not modeled or simulated.

Assumptions made where intake lacked a specific number, each labeled at first use in the report and consolidated here:

- Hybrid consumer behavior shift (55–65% of former all-in-studio consumers now expect hybrid options) — **industry benchmark, assumption**, not client-confirmed for Almira's own member base specifically.
- Boutique studio density and Seattle market saturation characterization — **industry/market inference, assumption**, based on general metro demographic and category data, not a commissioned local market study.
- DTC fitness app category growth rate (15–20% annually) — **industry benchmark, assumption**, used only to contextualize how aggressive the 50% target is, not as an input to any budget calculation.
- Healthy LTV:CAC ratio range (3:1–5:1) and the interpretation that Almira's 6.4:1 signals under-investment rather than success — **industry benchmark, assumption**.
- Boutique studio benchmark CAC range ($80–$150) and typical trial conversion (35–45%) — **industry benchmark, assumption**; used to contextualize, not to reset, Almira's own targets, which the client had already set independently.
- Boutique premium-tier monthly churn benchmark (3–4%) — **industry benchmark, assumption**.
- Instructor-led content outperforming branded content by 2–4x engagement, and the 4–6 posts/week cadence associated with successful instructor-as-creator programs — **industry benchmark, assumption**; this is the single most load-bearing assumption in the entire plan, since it underwrites the budget reallocation away from paid social.
- Wellness/fitness influencer CAC range ($25–$45) and typical program size (30–75 affiliates)

for comparable DTC brands — **industry benchmark, assumption**.

- New affiliate cohorts performing at 50–70% of current productivity — **analyst assumption**, a deliberate conservative hedge with no direct data source, flagged explicitly in the report as an assumption to be tested against real cohort data.
- Per-event cost estimate of ~$4,500 for scaled-down quarterly community events — **analyst assumption/estimate**, extrapolated from the one known data point (the annual June event) with no confirmed cost breakdown provided by the client.
- Expected impact ranges for the content system and affiliate expansion (described as "directional," "meaningful share of the gap") — **analyst estimate**, explicitly not presented as guaranteed figures.

Benchmark sources referenced (by category, as cited implicitly throughout): IHRSA and ClassPass industry trend reporting for boutique fitness recovery and hybrid behavior; general DTC subscription industry literature for LTV:CAC health ranges; category commentary on fitness app market growth normalization; wellness/influencer marketing industry rate cards for affiliate/influencer CAC ranges; and general social media engagement benchmarking discourse on personality-led versus brand-led content performance. None of these are single named studies with citable URLs in this draft — they represent generally accepted category knowledge synthesized by the consulting team, not primary research commissioned for this engagement.

Confidence Notes. Three areas of this plan are meaningfully thinner than the rest and would benefit from more client input or a small amount of additional data before being treated as firm commitments rather than working hypotheses. First, the entire root-cause diagnosis that the digital plateau is a *content-supply* problem rather than a genuine demand ceiling rests on an inference from category benchmarks and the Bloom Studio comparable, not on any Almira-specific test — this is why the plan builds in a July checkpoint, but leadership should understand that the $30K/year reallocation out of paid social is a bet, not a proven correction. Second, every dollar figure tied to the community event expansion ($18K/year, $4,500/event) is an estimate with no real cost history behind it beyond a single annual event; the March pilot is explicitly there to replace this assumption with real data, and budget should be treated as provisional until then. Third, the affiliate cohort productivity assumption (50–70% of current performance) and the broader claim that Almira is "under-scaled" relative to 30–75-affiliate comparable programs are both reasonable but unverified against Almira's actual addressable pool of relevant wellness influencers or instructor followings — if that pool turns out to be smaller than assumed, the Month 9 target of 30 affiliates may not be reachable at the assumed CAC, and this should be revisited after the cohort-1 recruitment data comes in around day 45. A fourth, lower-stakes gap worth flagging: the plan assumes front-desk/studio ops staff can absorb day-3/day-25 touchpoint execution without their own workload data being reviewed — client input on current front-desk capacity would meaningfully de-risk the highest-ROI initiative in this plan before Q1 launch.