A Real-Life Moment
Why WELL. Exists

Overheard a mother mention a measles outbreak at her daughter's school.

No time to search for the truth. Filled with worry and fear.

Primary Segments

- Health-conscious professionals (ages 25-45)
- Individuals seeking trustworthy health news
- Corporate wellness programs looking for credible content

Key Insights

- 66% of U.S. adults report frustration with misleading online health information.
- 73% of social media users prefer short-form, digestible content.
- Companies spend $18B annually on corporate wellness programs.

Customer Attributes

- Time-strapped, digital-first
- Prefer short-form, visual content
- Concerned about health misinformation

The Customer

Problem & Opportunity

Challenges

- Health misinformation spreads 6X faster than facts
- Users scroll through overwhelming, unverified sources
- No efficient way to verify claims or get quick updates

Opportunity

Digital health market to reach $500 billion by 2030

> *I don't know who or what to trust anymore—it shouldn't take an hour to figure out if something's real.*

W WELL.

A user searches for health news.

They scroll through unverified social media posts or clickbait articles.

They feel overwhelmed and unsure what to trust.

They either doomscroll more or give up without clear answers.

Alternatives

- Google & Social Media
  - Unverified, overwhelming, misinformation-heavy
- Medical Journals
  - Too technical and time-consuming
- Health Newsletters & Websites
  - Often long-form and lack AI curation

Pain Points

- Too much information, too little credibility.
- No quick way to verify facts vs. fiction.
- Lack of digestible and engaging formats.
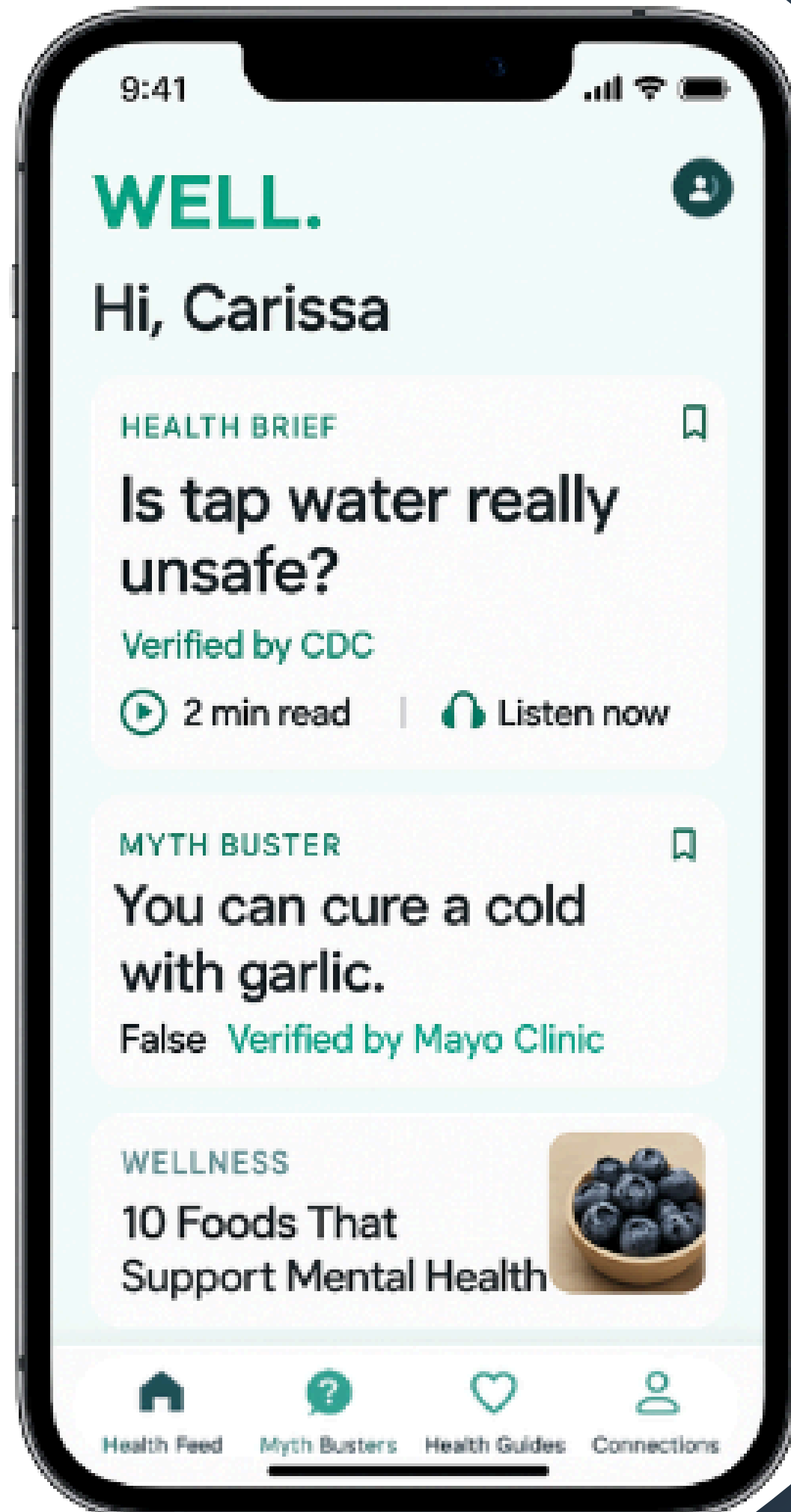
Our Solution

What WELL. Does

- Curates real-time health news from credible sources
- Delivers it in less than 5-minute updates (text, audio, video)

Why it's Different

- Short-form & digestible
- Built for trust and accessibility
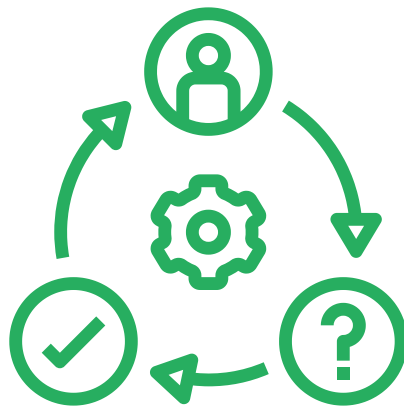- Actively counters misinformation

The WELL. Experience

Customer Benefits

- **Saves time**
  - Verified updates in under 5 minutes
- **Reduces anxiety**
  - Myth-busting clarity over chaos
- **Builds confidence**
  - Backed by trusted sources like the CDC
- **Drives action**
  - Local alerts, guides, and clinic info
- **Creates habit**
  - Easy, calming, and worth returning to
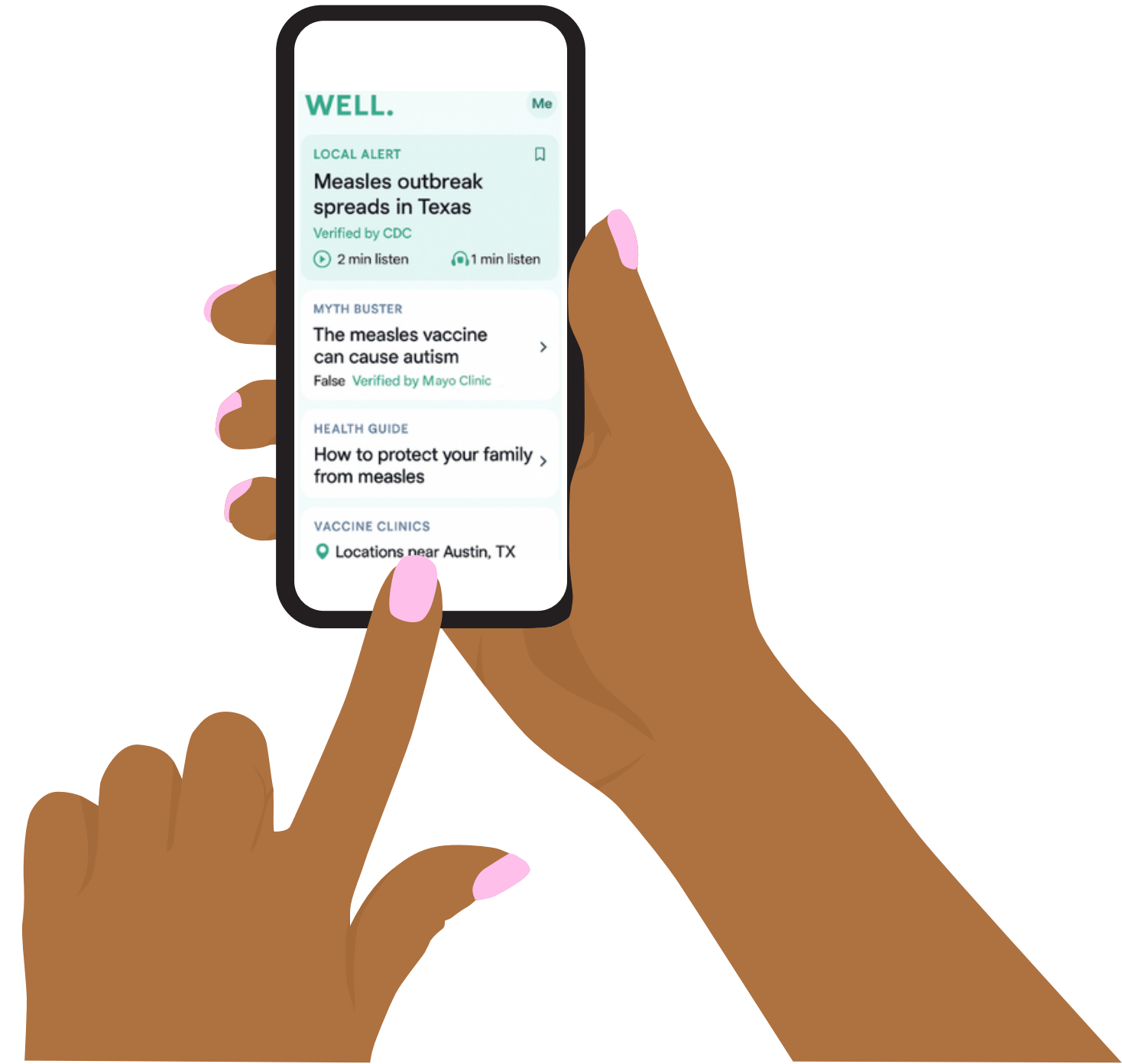
Business Model

Revenue Stream

B2B Wellness Licensing Model
- Employers pay $2 per user/month to license WELL. for their workforce
- Includes access to the platform, usage reports, engagement tools

Why This Model First
- Lower CAC due to centralized HR onboarding
- Higher retention due to company integration
- Opportunity to test and refine in a controlled, aligned setting

Ads may be considered in the future with caution—only from vetted health brands and embedded respectfully (e.g., in health guides).
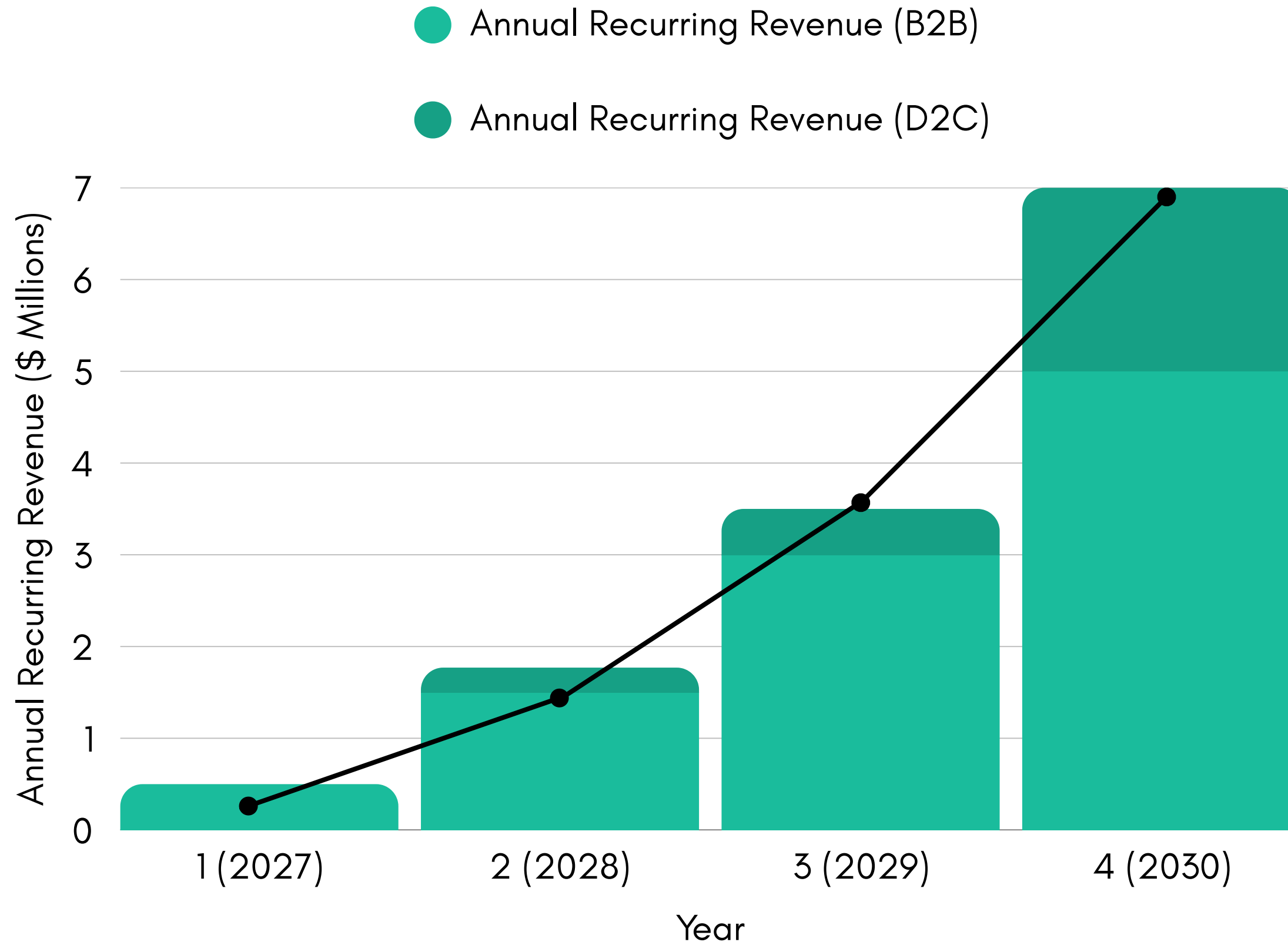
Unit Economics
Corporate Wellness

Metric	Calculation	Justification	Result
Total Employees Licensed		With a captive audience of 10K, WELL. can deliver precise engagement, personalization, and value per dollar.	**10,000 employees**
Monthly Fee per User		$2/user/month is still below the industry average for corporate wellness tools (which ranges from $3–$10).	**$2/user/month**
Monthly Revenue	10,000 × $2	With a captive audience of 10K, WELL. can deliver precise engagement, personalization, and value per dollar.	**$20,000/month**
Annual Revenue per Client	$20,000 × 12		**$240,000/year**
Customer Acquisition Cost (CAC)	Estimated sales + onboarding cost	CAC estimate is based on a typical B2B sales process for mid-sized employers (email outreach, demo, legal, onboarding).	**$1,500**
Lifetime Value (LTV)	$20,000 × 18 months – CAC	LTV assumes retention for 18 months, aligned with employer contracts in wellness.	**$358,500**
Gross Margin (est.)	70% of $240,000	Gross margin of 70% is conservative for SaaS (industry norm is 70–85%).	**$168,000/year**

Growth Outlook

Chart legend:
- Annual Recurring Revenue (B2B)
- Annual Recurring Revenue (D2C)

Y-axis: Annual Recurring Revenue ($ Millions), from 0 to 7

X-axis: Year — 1 (2027), 2 (2028), 3 (2029), 4 (2030)

Growth & Profitability: At a Glance

- $13.8M ARR by 2029 from B2B + D2C subscriptions
- Break-even in Year 3 with 3 enterprise clients or 20K paid users
- 13:1 LTV:CAC ratio shows strong, sustainable unit economics
- 70%+ gross margins typical of SaaS and wellness tech
- Tapping into a $5B+ underserved health info market

WELL.

Market Sizing

151M U.S. adults search for online health info
Addressable Market: 45M active seekers → $5B+ over 5 years

Health Info Seekers (Total Market)

- 58.5% of U.S. adults search for health info online
- 258M U.S. adults in 2024
- 0.585 × 258M = 151M potential digital health seekers

WELL.'s Addressable Market (TAM)

We focus on the most likely subscribers to pay for curated, credible, and digestible health content:

- Health-conscious professionals
- Busy digital users
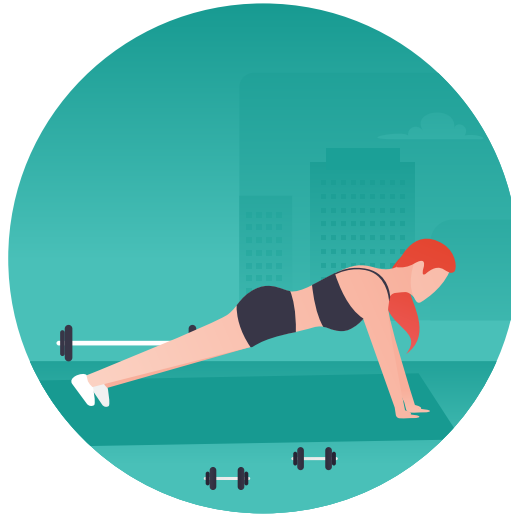- Corporate wellness participants

30% × 151M = 45M addressable users

30%
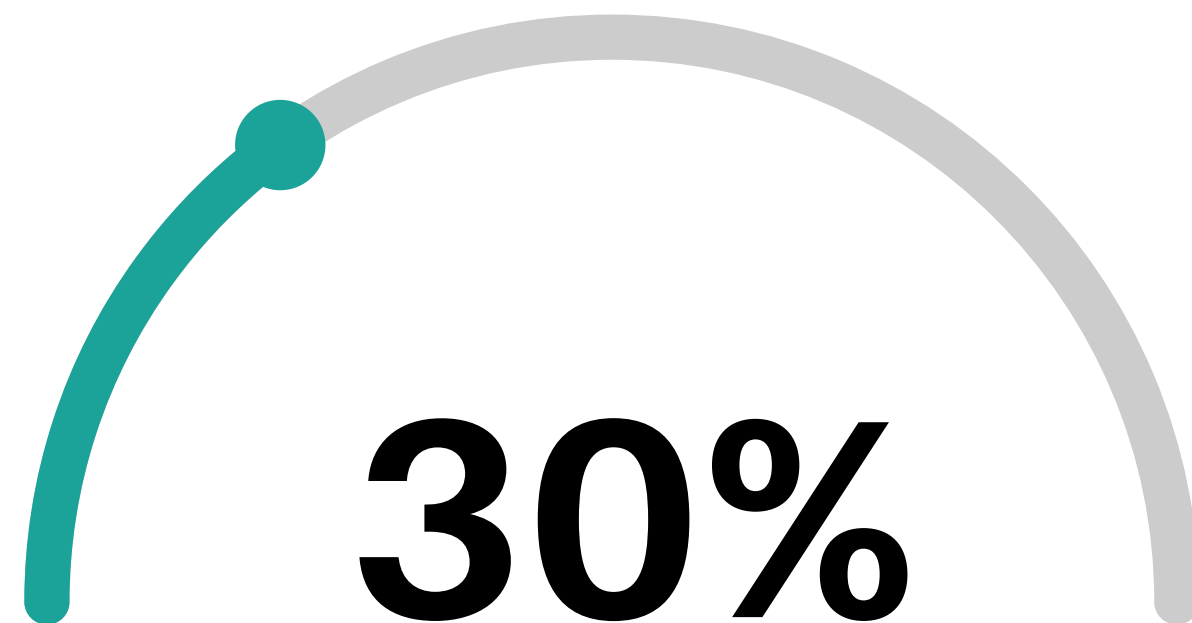
Go-to-Market Strategy

No more doomscrolling.

Just facts.

Fast.

Activation Tactics

- Internal campaigns
  - WELL. at Work Challenge
- Referral rewards
  - Incentivize employees to invite coworkers

Messaging Framework

- For Employees
  - Trusted health info, zero chaos
- For Employers
  - Less stress, more focus, better wellness
- Why WELL. Wins
  - AI-verified, multi-format, myth-busting clarity

Validation Metrics

- 10,000 users from pilot org by Q3 2026
- 40% monthly active usage rate
- 80%+ content trust score
- LTV:CAC > 10:1 for B2B clients
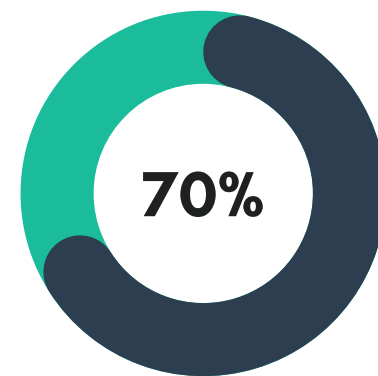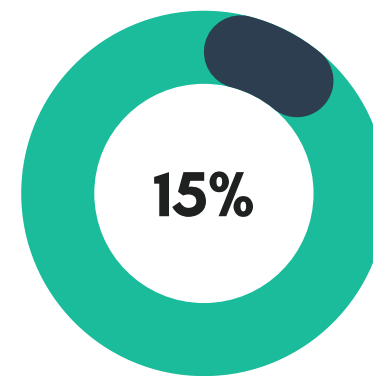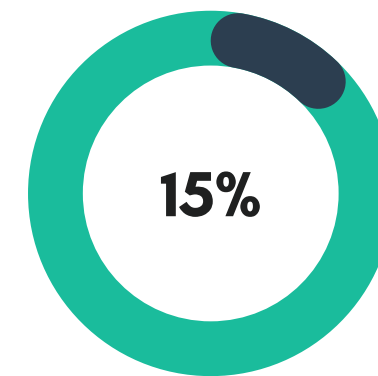
APPENDIX

Glossary of Terms

WELL.

Accessibility
The ease with which diverse users—including those with disabilities, different literacy levels, or language barriers—can access and benefit from health content.

Clickbait
Sensationalized or misleading headlines designed to attract clicks, often at the expense of truth or context.

Content Overload
The overwhelming experience of sifting through too much information, often contradictory or irrelevant—especially during health emergencies.

Corporate Wellness Program
Employer-sponsored initiatives that support employee health and well-being—often including mental health resources, fitness incentives, or health education tools.

Credible
Information that is believable, well-sourced, and comes from verified medical or public health institutions.

Debunk
To expose false health claims or rumors by providing evidence-based information from credible sources.

Digestible Content
Information presented in short-form, accessible formats (like audio, video, or bullet summaries) that users can quickly understand and apply.

Doomscrolling
The act of endlessly scrolling through alarming or negative content, especially during health crises, leading to increased anxiety and information fatigue.

Glossary of Terms

Fact-Checked
Content that has been verified against reputable sources (e.g., CDC, WHO, peer-reviewed studies) to ensure accuracy before publishing.

Health News
Timely updates, research findings, and alerts about medical conditions, public health concerns, or wellness trends affecting individuals and communities.

Health-Conscious
Describes individuals who are proactive about their well-being and seek reliable health information to make informed lifestyle choices.

Misleading
Content that is partially false, taken out of context, or worded in a way that causes confusion or misinterpretation.

Misinformation
False or inaccurate health information—often shared online—that can mislead the public and erode trust in credible sources.

Public Health
A field focused on improving and protecting community health through education, policy, research, and disease prevention.

Trust
WELL. defines trust as when users consistently believe the health information they receive is accurate, unbiased, and actionable—delivered in a way that's transparent, timely, and respectful of their time and intelligence.

Credible Sources

System geotag will personalize updates based on the user's state or zip code to surface local alerts or health advisories

Government & Public Health Agencies
- CDC (Centers for Disease Control and Prevention)
- NIH (National Institutes of Health)
- FDA (U.S. Food and Drug Administration)
- WHO (World Health Organization)
- HHS (U.S. Department of Health and Human Services)

Medical Institutions & Research Centers
- Mayo Clinic
- Cleveland Clinic
- Johns Hopkins Medicine
- Mass General Brigham
- Mount Sinai Health System

Peer-Reviewed Journals
- JAMA (Journal of the American Medical Association)
- The Lancet
- New England Journal of Medicine (NEJM)

Reputable Health News Publishers
- STAT News
- Kaiser Health News (KFF Health News)
- NPR Health
- Reuters Health
- PBS NewsHour: Health

Health Data Aggregators & Tools
- HealthData.gov
- UpToDate
- MedlinePlus (by NIH/NLM)

State & Local Health Authorities
- Department of State Health Services
- Department of Public Health
- Department of Health

Local Health Information Systems
- City/county outbreak dashboards
- School district health pages
- Community health centers (FQHCs)
- Tribal health organizations
- Health Alert Network (HAN)
- Local hospital systems
- State immunization registries & travel health alerts

Content Accessibility

Aiming for clarity, not simplicity.
Plain language, active voice, short sentences, and clear headings,
without talking down to our audience.

6th–8th Grade Reading Level

- CDC, NIH, and plain language experts recommend writing public health information at a 6th to 8th grade level.
- This ensures accessibility for
  - People with low health literacy
  - Busy professionals skimming content
  - Multilingual users or those for whom English is a second language
  - Neurodivergent readers (e.g., ADHD, dyslexia)
  - People in stressful or time-limited situations.

Nearly 9 out of 10 adults struggle to understand health information when it's too complex.

- CDC Clear Communication Index
  - Recommends an 8th grade reading level or lower for health materials
- NIH Plain Language Guidelines
  - Recommends aiming for 7th grade or lower

Readability Scoring

- Flesch readability score (aim for 70–80; higher is better)
- Flesch–Kincaid grave level (aim for 8th grader; lower is better)
- Gunning fog index (aim for 10; lower is better)

Multi-Format Content

- Text: For users who prefer to read short-form updates.
- Audio: For users on the go, brief, easy-listen summaries similar to mini health podcasts.
- Video: For users who learn best by watching trusted health videos from credible sources.

Video Content Roadmap

- Phase 1: WELL. launches with curated video integration from reputable health publishers.
- Phase 2: WELL. will introduce in-app video/audio content creation, allowing verified experts to create podcast-style explainers directly on the platform.

Milestone Timeline

Q3 2026: Pre-Launch & Pilot Partner Alignment

- Secure MVP funding (NVC prize + grants + angel round)
- Finalize pilot agreement with 1 corporate health system
- Hire key roles: CTO, AI/ML developer, medical fact-checker
- Complete product roadmap, mockups & clickable prototype
- Conduct 20–30 new customer interviews, including health system employees
- Begin backend build: content curation + misinformation detection

Q4 2026: Alpha Testing (Internal)

- Deploy Alpha with 50–100 internal testers (health workers from pilot)
- Collect real-time feedback on usability, trust, clarity, and utility
- Finalize integration of trusted news sources + early content pipeline
- Build waitlist & employer-facing marketing site (HR toolkit)

Q1 2027: WELL. Beta Launch (Pilot Phase)

- Launch WELL. as a wellness benefit for pilot employees
- Collect behavioral analytics (usage, content trust, return rates)
- Launch referral campaign: "WELL. at Work" Challenge

Q2–Q3 2027: Pilot Optimization & User Growth

- Release full feature set: Health Guides, Wellness Resources, Video Format
- Activate referral, incentive, and engagement features
- Begin outreach to additional employer wellness leads
- Goal: 10K engaged users from pilot

Q4 2027 – Q1 2028: Enterprise Scaling Phase

- Leverage pilot success to secure 3 enterprise contracts
- Expand ad revenue, optimize CAC, and improve personalization
- Reach 100K users through growth marketing and partnerships

Q2 2028: Public Launch of Direct-to-Consumer Model

- Use validated pilot data to launch WELL. for individual subscriptions
- Begin large-scale B2C marketing across social, search, and influencer channels
- Offer free trials to drive conversion into $7.99 and $9.99 plans
- Implement self-guided onboarding, in-app personalization, and gamified rewards

Future Revenue Streams
(Post-Pilot)

DTC Subscription Model

- Basic Plan: $7.99/month
- Premium Plan: $9.99/month (includes wellness tools, guides, audio/video)
- Assumes 10% conversion from free trial → paid
- Assumes 18-month average retention
- Revenue per user: $9.99 × 18 = $179.82, rounded to $162 conservatively

Justification
- Average retention for high-quality wellness apps ranges 12–24 months
- Conversion rate for freemium apps = 2–10%, depending on value

Referral Revenue

- Example: WELL. refers a user to a therapist or digital wellness provider
- Partner pays $5–$25 per referred lead
- Assumes 2–5% of active users engage with referral offers monthly
- Monthly revenue potential (future): 100,000 users × 3% × $10 = $30,000/month

Justification
- Similar to affiliate/partner models used by wellness apps and telehealth providers (e.g., BetterHelp, Talkspace).

Ad-Based Revenue – Future & Controlled

- Only after brand trust is fully established
- WELL. would allow vetted brands (e.g., preventive care, mental health tools)
- Average CPM (Cost Per Mille) for health niche = $15–$35
- With 100,000 MAUs (monthly active users) and 2 ad placements/user/month:
- 100K × 2 × $20 CPM / 1,000 = $4,000/month

Justification
- Health niche CPM is higher due to regulation and targeting

Trust Framework

A Two-Way Relationship

WELL. builds trust through five key pillars and how users contribute to activating and sustaining that trust through their behavior and mindset.
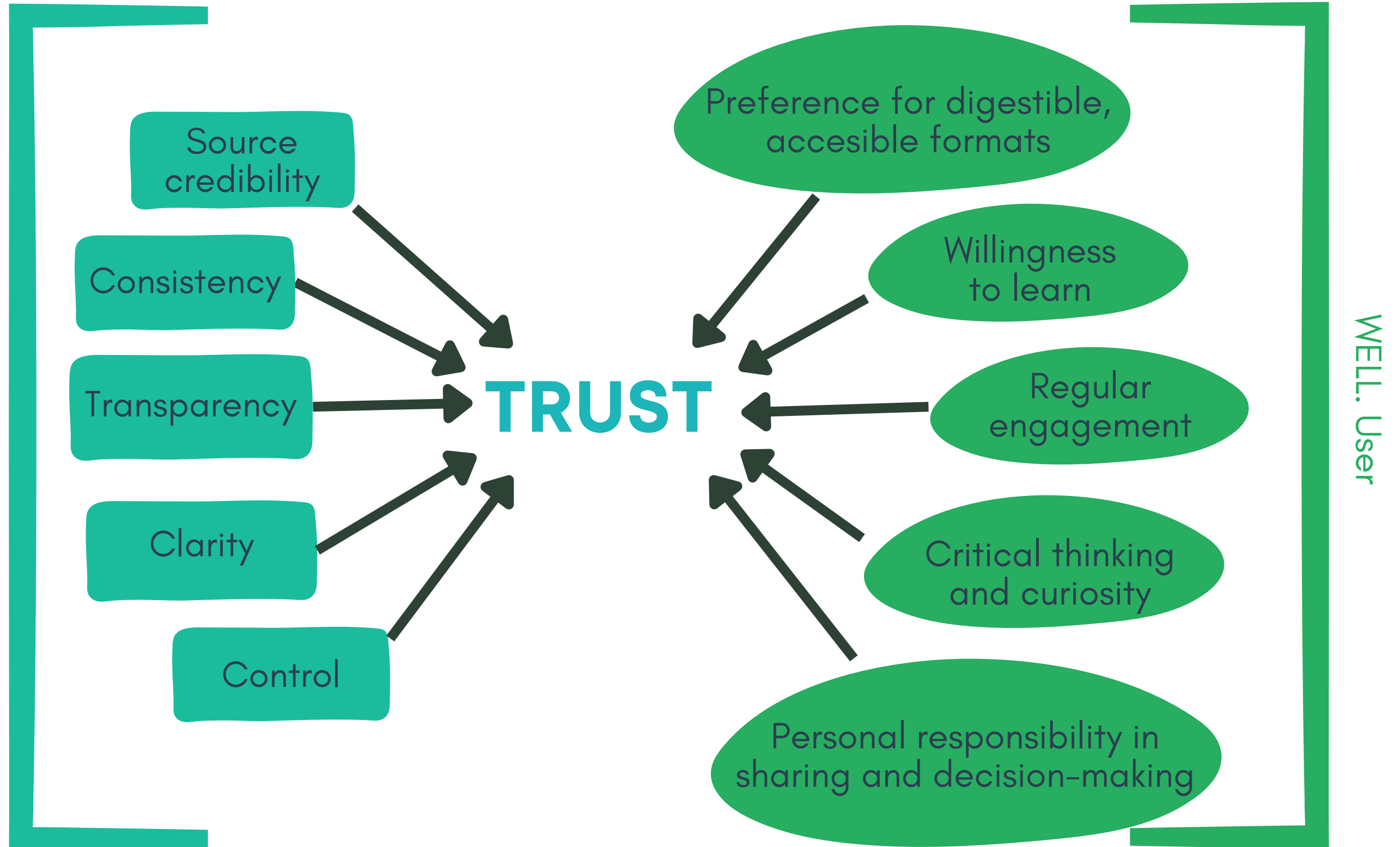
Trust is earned, but it's also maintained by user behavior.

When users rely on WELL. → **trust grows**

When users share WELL. content → **trust spreads**

When users return to WELL. → **trust deepens**

WELL. Platform

Source credibility

Consistency

Transparency

Clarity

Control

TRUST

Preference for digestible, accesible formats

Willingness to learn

Regular engagement

Critical thinking and curiosity

Personal responsibility in sharing and decision-making

WELL. User

Measuring Trust

Track, iterate, and report.

Trust Benchmark Goal
80% of users rate WELL. 4+ out of 5 for trustworthiness within 6 months.

In-App Trust Score (Quantitative + Qualitative)

Create a "Trust Indicator" metric by combining the following:

- % of users who rate WELL. as "Highly Trustworthy" on post-read feedback
- % of users who choose WELL. as their primary source of health news
- % who say "I trust this information enough to share it with others"

Use in-app micro-surveys (1–2 questions after reading content) like:

"How confident are you in the accuracy of this information?" (0–10 scale)

"Would you share this article with a friend?" (Yes/No)

Repeat Engagement & Retention Metrics

Users don't return to platforms they don't trust.

- Track
  - Daily/weekly active users (DAU/WAU)
  - Session duration
  - Repeat article opens and bookmarks
  - % of users who engage with 3+ different content types (news feed, myth-buster, guide)

Net Promoter Score (NPS)

Ask:

- "How likely are you to recommend WELL. to a friend for health information?" (0–10 scale)

High NPS = high trust

- Track NPS over time to measure whether trust is growing or eroding.

Source Transparency Interactions

- Show where articles are verified (e.g., "Verified by CDC").
- Track % of users who click on source links, hover for fact-check info, or tap for deeper context.
- More interaction = more trust-building behavior.

User Testimonials & Qualitative Interviews

- Ask beta testers & early adopters:
  - "What makes you trust WELL. over other platforms?"
  - "What would make you trust it more?"

Record these insights to inform product improvements and investor storytelling.

Brand Resources

WELL.

WELL.

CUT THROUGH THE NOISE, GET THE FACTS.

Typography

Mont – For Headlines & Key Highlights
- Style: Geometric Sans Serif
- Personality: Bold, modern, clean
- Mont creates a strong first impression. Its sleek, geometric structure conveys credibility and digital sophistication, making it ideal for health headlines that must stand out and be taken seriously.
- Usage: Section headers, calls to action, product titles, emphasis areas

Glacial Indifference – For Body Text & Interface Elements
- Style: Humanist Sans Serif
- Personality: Neutral, accessible, warm
- Glacial Indifference is highly readable at all sizes and supports WELL.'s commitment to plain language and clarity. It feels professional but never cold —ideal for conveying trustworthy, easy-to-understand health content.
- Usage: Paragraph text, app body copy, labels, menus, footnotes
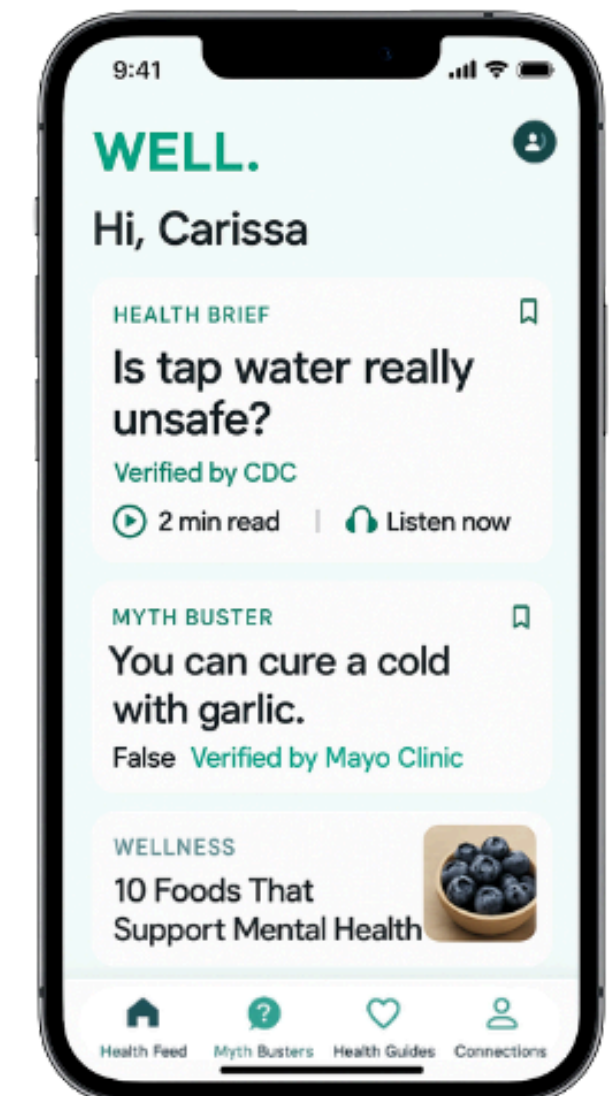
Together, Mont & Glacial Indifference:
- Establish a modern, evidence-based yet welcoming visual tone
- Provide excellent contrast and hierarchy between headlines and content
- Support WELL.'s readability goal of a 6th–8th grade reading level

- **Voice**
  - Confident, compassionate, clear, empowering
- **Tone guidelines**
  - Informative, not alarmist
  - Friendly, not casual
  - Concise, not clinical
- **Core values**
  - Trust
  - Equity
  - Clarity
  - Accessibility

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Brand Resources

Color	Hex	Name	Emotional Association	WELL.	Recommended Use
🟢	#1abc9c	Primary Teal	Calm, refreshing, balanced	Conveys health, harmony, and emotional clarity. Inspires trust and calmness in a high-anxiety space like health news.	Logo, CTAs (call-to-action buttons), key highlights, navigation icons
🔵	#1cb5b9	Accent Blue	Energetic, smart, innovative	Adds a modern, tech-forward feel. Suggests speed and digital fluency. Great contrast to softer greens.	Secondary buttons, active states, links, hover effects
⚫	#2c3e50	Deep Navy	Strength, stability, seriousness	Strength, stability, seriousness	Headlines, body text, icon outlines, footer background
🟢	#16a085	Supporting Teal	Trust, growth, wellness	A slightly darker version of your core teal—adds visual depth without harsh contrast. Feels earthy and holistic.	A slightly darker version of your core teal—adds visual depth without harsh contrast. Feels earthy and holistic.
⚪	#ecf0f1	Soft Gray	Neutral, clean, soft focus	Feels calm and professional, without being cold. Keeps designs from feeling crowded.	Card backgrounds, dividers, input fields, disabled states
🟢	#27ae60	Success Green	Healthy, optimistic, action	Great for indicating progress, positive feedback, and completed actions. Adds vitality to the palette.	Checkmarks, progress bars, success messages, highlights
⚪	#ffffff	Pure White	Clean, fresh, accessible	Maximizes clarity, makes colors pop. Essential for readability and universal design.	Backgrounds, modals, padding space, body containers