



BUSINESS PLAN

PREPARED BY:
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EXECUTIVE SUMMARY

Business:

Sweet Tooth Family and Pediatric dentistry offers individualized dental services to both adults and children.

Management:

Kegan Brenner *Owner*
Jordan Headrick *Owner*

Industry: Dentistry

Financing Sought: \$500,000

Use of Funds:

Building, equipment, dental practice, and renovation

Investors:

First Interstate Bank
Kegan Brenner
Jordan Headrick

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Objectives:

At Sweet Tooth Family and Pediatric Dentistry, our goal is to make a positive difference in the lives of children and adults by providing convenient, high quality dental care that is tailored to exceed each individual's needs and expectations. We help adults improve and maintain their smiles from days gone by, and help children to be prepared for days ahead. Our highly knowledgeable staff continually advances their expertise in all relevant areas of dental and general health care, and utilizes the most advanced techniques, technologies, and materials to ensure that our patients achieve a lifetime of excellent oral health. It is our goal to establish a long lasting relationship with each of our patients to where they feel comfortable talking about any dental issues they may have. Our professional and compassionate staff, in addition to our state-of-the-art facility, aims to create the same comfortable, supportive, and welcoming environment that we would extend to our own families.

Strategy:

Our vision is to be respected as the best family dental practice in Cheyenne, WY. Through research we have identified three key advantages to achieve this:

1. Convenience
2. Advanced techniques and technology
3. Outstanding customer service

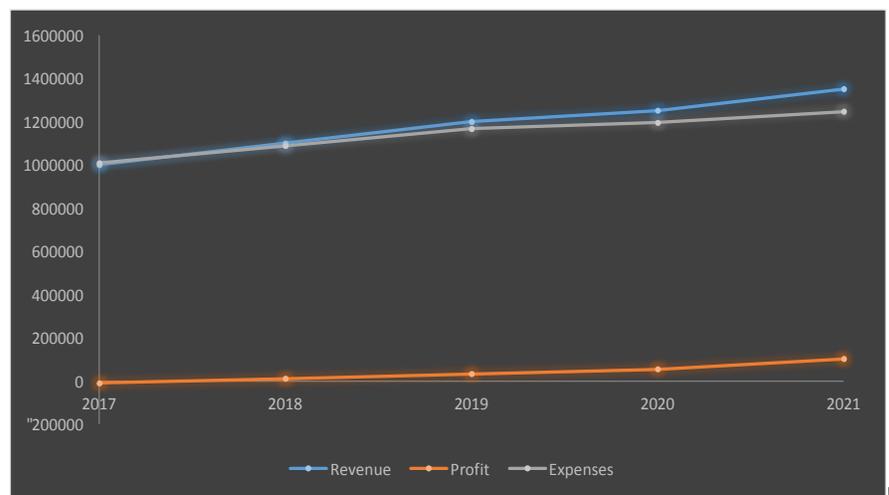
We will achieve these objectives by:

1. Saving our patients time and money by offering both family and pediatric dentistry in one location, accommodating hours, and a very large staff.
2. Providing our staff with continuous dental education, in order to keep up with the ever changing field of dentistry.
3. Establishing a long lasting relationship with each and every patient, that is created through superior customer service that is evident in every customer interaction.

Market:

Currently our target market, two-income families, has no dental care options available to them that excel in convenience, skill, and customer service. We are confident that we have a solution to fill the gap in our target market that our competitors have overlooked, as Sweet Tooth will be positioned as a place where one can receive high quality dental care for the whole family, in an environment marked by convenience, technology, and outstanding customer service. The long-term prospects for our industry and market show promising potential to support our business's growth. We are confident that we will succeed in our target market, as both the dental industry and our target market are expected to grow over the next decade.

Projected Five Year Cash Flow





1. MISSION STATEMENT, TAGLINE, & VISION	1
2. COMPANY DESCRIPTION	1
2.1 Service Descriptions	
2.2 Competitive Advantage	
2.3 Key Partnerships	
2.4 Current Status	
2.5 Growth Strategy	
3. INDUSTRY ANALYSIS	9
3.1 Size, Growth Rate, and Trends	
3.2 Nature of Participants	
3.3 Key Success Factors	
3.4 Porter’s Five Forces Model	
4. MARKET ANALYSIS	12
4.1 The Market	
4.2 Competitive Analysis	
4.3 SWOT Analysis	
4.4 Target Customer Profile	
5. MARKETING PLAN	17
5.1 Strategy Overview	
5.2 Price, Placement, Product, and Promotion	
6. ECONOMICS OF THE BUSINESS	19
6.1 Fixed and Variable Costs	
6.2 Start-up Costs	
7. OPERATIONS PLAN	20
7.1 General Operations	
7.2 Hours	
7.3 Business Location	
7.4 Facilities and Equipment	
8. MANAGEMENT TEAM AND COMPANY STRUCTURE	21
8.1 Ownership	
8.2 Employees	
8.3 Company Structure	
9. FINANCIAL PROJECTIONS	23
9.1 Sources and Uses of Funds	
9.2 Sales Forecast	
9.3 Pro Forma Financial Income Statement	



1. MISSION STATEMENT, TAGLINE, & VISION

Our mission is to make a positive difference in the lives of children and adults by providing convenient, high quality dental care that is tailored to exceed each individual's needs and expectations.

Your one stop dental shop for the whole family!

It is our vision to be respected as the best family dental practice in Cheyenne, WY. With outstanding customer service that is evident in every customer interaction, we hope to establish a long lasting relationship with each and every patient. By providing superior dental care for the whole family, in an environment complemented by convenience and technology, we will continue our growth and obtain our success. It is our vision to exceed our patient's expectations in every way possible.

2. COMPANY DESCRIPTION

2.1 SERVICE DESCRIPTIONS

Implant Restorations

Dental implants are an ideal solution for individuals who are looking to replace missing teeth. The purpose of a dental implant is to replace the original root of a missing tooth. Specifically, an implant usually consists of a titanium rod that is surgically placed into the jaw. This then allows for a replacement tooth to be placed on the rod in order to restore the original look of the tooth. This method of tooth replacement can be more expensive than others; however, the benefits will be far greater. Implants are stronger than natural teeth and tend to last longer than crown and bridge work. The average cost of an implant is \$1900.

Extractions

The loss of even a single tooth can have major effects on your oral health and appearance; hence why good oral hygiene should always be practiced. However, there is the chance that even good oral hygiene will not be able to stop a tooth from decaying. Situations that may cause a tooth extraction are: severe decay, advanced periodontal (gum) disease, infection, orthodontic correction, malpositioned teeth, or fractured or impacted teeth. In any case, the dentists will take x-rays of the tooth and surrounding bone to determine whether or not extraction is necessary. If the extraction has a high degree of difficulty, we may refer you to an oral surgeon. The average cost for a general extraction is \$250.00.

Sealant

In some cases, a tooth can develop tiny cracks in them that allow for plaque build up. This is not always due to poor oral hygiene, but these cracks may not be allowing the bristle to fit in and clean them out. Overtime if the cracks that are not taken care of soon may develop cavities. In order to prevent this, our dentists will clean out the cracks and apply a protective coating and



sealant. After doing so bacteria will not be able to grow in the cracks, which will allow you to brush plaque away and keep your teeth decay free. The average cost for sealant is \$40.00.

Mouth Guards / Night guards

High impact sports such as boxing, football, basketball, etc. can cause severe injury to the mouth. We recommend using mouth guards when being active in these activities to avoid any injury to the mouth. Additionally, the mouth guards will also protect your soft tissues, tongue, lip, and cheek linings. Guards are custom molded, flexible plastic and are available in multiple colors and designs.

Night guards are also custom molded to fit well with your teeth. Grinding teeth during sleep can cause thousands of dollars in dental repair. Night guards are designed to protect against the wear and tear of grinding, which will save you the hassle and money that comes with it. These guards will be made by the lab after our dentists have taken exact impressions of your tooth structure. The average cost of mouth guards and night guards is \$400.00.

Bridges

A secondary option to that of dental implants would be bridge work. The idea behind bridge work is to simply fill in the space that is created by a missing tooth. Bridges are one or more artificial teeth that are cemented into place using the natural teeth on either side for support. Functionally as well as cosmetically, a bridge is designed to replace the original tooth. All ceramic material that is used will be color matched with the rest of your teeth for a more natural look. The average cost of a bridge is \$2600.00.

Dental Cleanings

Dental cleanings are the professional cleanings that you receive from either the dentist or the dental hygienist. We recommend our patients to schedule a cleaning every six months in order to maximize oral health and appearance. If teeth are not cleaned constantly plaque will begin to build up and likely cause unhealthy gums and tooth decay. A typical cleaning will consist of scaling (the removal of plaque), root planing and polishing, as well as x-rays annually. The average cost of dental cleaning is \$60.00.

Wisdom Teeth

Wisdom teeth are 3rd molars that enter at the back of each side of the jaw usually between the ages of 16-20. Often times, wisdom teeth require removal because the jaw not being large enough for them. This can lead to impacted teeth (they are trapped under the others) or emerge only from part of the gum. Depending on the difficulty of the procedure, we may choose to refer you to an oral surgeon to ensure it is done properly. The average cost to extract a wisdom tooth is \$300.00

Teeth Whitening

Whitening can be a great way to make your teeth whiter and brighter, which can ultimately give you the smile you desire. Our office offers at home tray whitening using a bleach. We first will take an impression of your teeth and create a clear tray that will be used for your convenience at home. Our dentists will then decide what dose of bleach, frequency, and duration used to ensure best results. Keep in mind the usual amount of time worn is between 1 and 3 hours per day until desired results are seen. The average cost of teeth whitening is \$550 for two, three hour visits.

Crowns



Crowns are used in order to strengthen damaged teeth. In addition to strengthening teeth, crowns can also significantly improve the tooth's alignment, shape, and overall appearance. Some situations that may result in the need of a crown are as follows: protect a weak tooth from fracturing, restore a fractured tooth, restore a filling when there is little tooth structure left, attach a bridge, replace a dental implant, and cover a discolored or poorly shaped tooth. The average cost to crown a baby tooth is \$165.00, and the average cost to crown an adult tooth is \$750.00.

Dentures

Dentures are removable replacements for teeth and surrounding tissues. We offer partial dentures, which is when some natural teeth remain; as well as full dentures, which is when all natural teeth are missing. In both situations, dentures are made to resemble real teeth and in many cases will improve a smile! The average cost for dentures is \$1600.00

Invisalign

Invisalign is a modern technique that may be an ideal alternative to braces. This method comes in a custom-made series of aligners made just for you. With this method you don't have to worry about metal brackets or tightening wires. You simply slip on the virtually invisible aligners and begin to straighten your teeth based on the degree set forth by the dentist. The total average cost for invisalign is \$4000. We break this down into 4 monthly payments of \$1000 or \$250 per week, whatever our patients prefer.

Fillings

Fillings are a method to restore a decayed tooth back to its normal state and shape. If a filling is required, the dentists will first remove the decayed tooth material, clean the affected area, and then fill the area with a filling material. There are a few types of filling material available including: gold, amalgam, composite resins, and porcelain fillings. In order to choose a material, we will work with you on cost, extent of the repair, and where this filling will be located within the mouth. The average cost of a filling is \$150.

X-Rays

X-rays are an important method in being able to detect and diagnose problems and disease. If we did not have the ability to look at the tooth and surrounding tissue through x-ray we would not be able to detect infection or problems that require attention. Sweet Tooth uses digital radiography which is a newer method that induces 90% less radiation than conventional x-rays. This is not only more effective in the image results we receive from the x-ray, but it is also less harmful to the patients. The average cost for full mouth x-rays is \$75.00, and the average cost for bitewing x-rays is \$30.00.

E Claims and Appointment Reminders

For your convenience we use an automated appointment confirmation system. Two days before your scheduled appointment you will receive a call from our office to remind you and confirm your appointment. Please respond to a confirmation by pressing "1" and a cancellation by pressing "2". We also utilize electronic claims processing. By submitting your claim electronically, there is higher efficiency and less room for error. For your convenience we will gladly submit your claim on your behalf.

Complimentary Luxury Services



We offer luxury complimentary services to provide a peaceful experience for our patients. Dental visits can be a stressful time, and our aim is to reduce this with our state-of-the-art facility. Complimentary services include paraffin hand wax treatment, TVs in every operating room, lots of natural lighting, neck pillows, blankets, and anesthetic warmer.

2.2 COMPETITIVE ADVANTAGE

Our key differentiating benefits are: convenience, advanced techniques and technology, and outstanding customer service.

There are around thirty different dental practices in Cheyenne, WY that house a wide range of dental specialists. Despite the wide range of dentists around the Cheyenne area, our main differentiating factor is based on convenience. By offering both family and pediatric dentistry in one location, we hope to save our patients time and the hassle of visiting multiple dentists. In addition, we offer very accommodating hours, that were strategically created to meet the needs of individuals who do not feel that they can take time out of work to go to the dentist. Lastly, we have a very large staff so we are able to offer child care service for when parents are receiving dental care. Our goal is to keep children entertained and out of trouble, so parents can feel comfortable and completely at ease.

We have a very friendly and highly knowledgeable staff, who utilizes the most advanced techniques, technologies, and materials. Each member of our team has the skill set to perform a wide range of procedures with confidence and ease. Our staff receives continuous dental education, in order to keep up with the ever changing field of dentistry, and to stay one step ahead of our competitors. This is an advantage, because the value of dental health and aesthetically pleasing smiles is becoming more known and desired. In return, highly educated and innovative dentists, whom customers trust, are also becoming more popular. If we can gain our patient's trust through quality and advanced dental work, as well as an outstanding staff, we will have a higher chance that our patients will return to us for further service.

With outstanding customer service that is evident in every customer interaction, we hope to establish a long lasting relationship with each and every patient. We will aim to provide exemplary customer service by involving our patients in every aspect of their care, never keeping our patients waiting, frequently using their name, inquiring about their comfort and experience, and thanking them for their business. Overall, through focusing on understanding and meeting the needs of busy families, we hope to appeal to a specific segment of patients who value a family oriented business with outstanding customer service.

2.3 KEY PARTNERSHIPS



Team / Staff

In order to run a successful dental practice, we must start with the relationship among the team. It is going to be imperative that we all have the same goal and are all on the same page all the time. Our patients deserve the best care and that will only happen if we are all aware of what is going on.

Patients

Without patients we have no business. Our patients are the key to the success of our practice because they are our only source of revenue. We are working for our patients and trying to give them the highest quality dental care that we can. If we fail at the main goal, we set out to accomplish then we will not thrive as a team and ultimately fail as a business.

Lab Technicians

Another key partner that we have is our lab technicians. We will be sending a lot of work to this group and we need to hold a strong relationship with them in order to make orders run smoothly. If our relationship is weak, we may not get orders back on time and the quality may not be what we need. As a result, this would aid in dissatisfaction of our patients.

Suppliers

We need to maintain a healthy relationship with our suppliers in order to make our orders run smoothly. It will be very important to keep our supplies and inventory full with no delays. In order to avoid any delays, we will have to keep a strong bond with our sales rep. This will also help in potentially receiving discounts on products if we remain loyal to the supplier.

Specialists

It will certainly help us gain and retain more patients if we have a solid relationship with a specialist in town. Our patients will respect us if we send them to a highly qualified specialist for procedures that we find to be to high of difficulty. Also, when referring these patients to specialists, that firm will most likely send more patients our way who are new to town or looking to switch dentists.

2.4 CURRENT STATUS

Sweet Tooth Family and Pediatric Dentistry is still in the speculative stages as a service provider. Kegan Brenner and Jordan Headrick will both not receive their D.D.S. titles from Creighton University School of Dentistry until 2020. Between now and when we graduate, we plan to set ourselves up with full time positions with a retiring dentist in Cheyenne, WY with a contract giving us first option to buy the practice. My current dentist, Dr. Gallagher is retiring within the next six years and has already talked to us about the possibility of buying her practice when the time comes.

2.5 GROWTH STRATEGY



In choosing to buy an existing dental practice, we anticipate growth from the very beginning, as we are buying into an existing client pool. Although we are aware that we will not retain the entire client base due to new ownership, we are confident that as the only combined family and pediatric dental office in the Cheyenne area that we will experience considerable growth if we are successful in our other objectives. We will be prepared for growth by maintaining fiscal responsibility, anticipating consumer trends, and hiring more staff as we need them. However, we will be cautious to take a fiscally prudent approach to the expansion of the practice, in the event of a sudden downturn in the economy.

3. INDUSTRY ANALYSIS

3.1 SIZE, GROWTH RATE, AND TRENDS

The dental industry is growing and the need for dental care is constantly increasing. Over the next ten years it is expected that the industry will see a 9.2% increase in growth. It is projected that over the next decade there will be an increase in the demand for dentists due to retirement of the baby boom-era. Wyoming, specifically Cheyenne, has an industry that is not saturated like many other states. There are currently two pediatric offices in Cheyenne, which presents a great opportunity.

3.2 INDUSTRY STRUCTURE

The industry in Cheyenne, WY is fragmented. There are approximately 30 dental practices in the area, which include general, orthodontic, maxillofacial, etc. With the exception of a few, most of the general dentistry practices are fairly small consisting of 1 or 2 dentists. The largest practice in the area consists of 3 full-time dentists. This market presents a great opportunity for our practice. Sweet Tooth would be the only combined family and pediatric dental office in Cheyenne, which would provide us with a niche that nobody else can match.

3.3 NATURE OF PARTICIPANTS

There is a mix of innovative and conservative competition in the Cheyenne area. Many of the older practices have stuck with paper-based filing systems. Often the case is that these practices get new technology when the current equipment becomes dysfunctional, or is simply incompatible with the new age. Building remodeling can be put off by older practices as well because they may be selling in the near future.

Conversely, many of the newer practices and some older have committed to electronic filing. These types of practices are more innovative and keep up with the change in age. These types of practices do well with buying new technology, which includes equipment, instruments, and



computer software. They usually have the latest chair side machines and x-rays, which can give them a great competitive advantage.

Our practice is one that with me very innovative. Because we are new to the market it is important that we show we are on the more advanced side of the industry. Our goal is to always remain modernized and restore advancement within our practice. With this we should sustain our competitive edge and continue to provide great care to our patients.

3.4 KEY SUCCESS FACTORS

We have listed ten critical factors that believe are required for ensuring the success of our business. We have expanded on our top three success factors, which we feel are the most important for us to focus on.

1. External and Internal Communication
2. Perceived Value of Practice
3. Common Goal Among Team
4. Knowledgeable Staff
5. Profitable
6. Family Friendly Environment
7. Professionalism
8. Convenience
9. Individually Tailored Treatment

External and Internal Communication

Something that can be frustrating in health care, for patients specifically, is poor communication internally and externally. Internal communication is key for the effectiveness of the team as a whole; however, it does not stop there. In order to give effective treatment to patients, the team must be on the same page. Also, external communication is essential in helping the patients understand what is going on with their treatments.

Our practice aims to minimize the error in internal communication that can happen in this industry. In order to do this, we plan on having each patient always see the same dentist and dental hygienist. This will help to keep the treatment history and information more linear between not only the care team but also the patient. Additionally, we plan to have briefing staff meetings each morning to make sure everyone understands what the day will look like. These techniques should aid us in having more effective internal communication.

In order to avoid problems with external communication it is our goal to convey to the patient everything that is worth their time and in a way they will understand. Patient education will also help to eliminate some of this error. Explaining procedures to patients will help them to understand what is going on and let them come up with questions about something we may have missed. If we can provide our patients with the adequate information they need, then we will be a step ahead in external communication.

Perceived Value of the Practice



The perceived value of a dental practice is one of the most important factors in keeping the business successful. If patients do not see a higher value in our practice than others we run the risk of losing those patients. To maximize the perceived value that our patients have of our practice we want to provide effective care while maintaining a convenient experience. First, we would like to start with a clean, simple, and catchy website. If our patients are trying to compare dental practices using websites then we need to include things like: doctor profiles, services provided, option to make an appointment online, testimonials, etc.

Second, it is important for the team as a whole to be on the same page, communicate effectively, and have the knowledge and experience to do their jobs correctly. Although this will take time to build a reputation, we plan to increase our patients' perceived value by providing great care. Not only will this show our patients that we provide skillful care, but it will also enable us to gain more clients by word of mouth. Satisfied patients will appreciate the care that we provide and therefore recommend our practice to families they know. This will also allow us to use testimonials on our website and in advertisements for prospective patients.

Also, we plan to add in some extra benefits for our patients to have a better experience. These extras will include, but are not limited to: TVs, chairs with back massagers, and finger wax for comfort. We believe that giving our patients extra perks will help them to enjoy the experience more as well as see a high value in our practice. Many patients may be nervous and tense when they walk into a dental office. If we can help them to relax and feel at home, then we can provide an overall better service.

Common Goal Among Team

Our team's ability to have a common goal is what will determine our success. Each individual member of the staff must believe in what the team is trying to accomplish. Therefore, our plan is to develop effective and frequent communication among the team. With daily morning meetings to establish a plan for each dentist and their respective hygienists we are sure to provide the quality of care that we strive to meet. The comfortable and supportive environment that our practice intends to create will help the staff to relax and focus more on their work, which will ultimately help us in reaching our common goal. Our team will also encourage feedback anytime it is felt necessary. Whether it is feedback to compliment someone's actions or it is to help improve upon them, this constructive criticism will, too, ultimately help us reach the common goal.

3.5 PORTER'S FIVE FORCES MODEL

Threat of Substitute Products

Due to the uniformity of the dental industry there is not a lot of room for product or service substitution. When new technology enters the market it is usually not advanced enough to force dentists to buy it in order to keep up with the competition. This includes, but is not limited to, medications, anesthetics, instruments, x-rays, etc. When a new technique for a particular service arises, it usually does not affect the competition. As long as a practice can get each service done to the patient's satisfaction and with convenience then they are going to keep those clients. In the dental industry, price is usually not a huge concern between practices. As long as the practice is satisfying the patients, then they can usually set the prices as they feel is appropriate.



Threat of New Entrants

Fortunately, Wyoming is a fragmented industry and unsaturated market for dentistry. The market currently allows most dental practices to thrive if they provide quality and convenient care to their patients. However, there is definitely the possibility that the market could become saturated in Wyoming as it could anywhere else. We are confident that with the current increase as well as the projected future increase in the demand for dentists our practice will continue to do well in this market throughout the years. We plan to be innovative and react quickly to changes in the market in order to continue our success.

Rivalry Among Existing Firms

Currently there is not a rivalry among firms in the Cheyenne area. Of course, there is competition among firms like any other industry; however, there is not a rivalry present between them necessarily. Practices in the area typically lose and gain patients like any other business would, but to an extent where the client base remains balanced. This is an area that allows each practice to be fairly free with how they operate without having to worry about other firms dominating them and taking their clients. At Sweet Tooth we plan to use this to our advantage by spending less time trying to match other firms and more time creating a highly satisfying experience.

Bargaining Power of Customers

In dentistry, specifically in Cheyenne, there is not a huge bargaining power of the customers. Since the market is not saturated practices can customize the pricing of their services relatively freely. However, customers will most likely switch dentists if the price is on the higher end of the spectrum and the quality of service is poor. Our goal is not to be the highest or the lowest price, but to be somewhere in the middle. We want to generate a profit that will help our practice thrive, while making sure our customers can still afford our services.

Bargaining Power of Suppliers

Unlike customers, there is a larger bargaining power of the suppliers. However, it is still not extreme and is projected to remain fairly constant over the next 5 years. Suppliers have control over how they set their prices, but since there are so many supplier companies they have to make sure they stay competitive. This is good news for us because there is not a single company that will increase their prices significantly because they are the only option. If we have a company that is not willing to come to our price range, we always have other options available to us.

4. MARKET ANALYSIS

Market Overview

There are around thirty different dental practices in Cheyenne, WY that house a wide range of dental specialists, but Sweet Tooth is the only combined family and pediatric dental practice in the area. This makes Cheyenne a prime location for our practice, because we will be filling a gap in the marketplace that our competitors have overlooked. Currently, busy, two income families have no dental care options available to them that excel in convenience, skill, and customer service like Sweet tooth does. In turn, this is why we have made it our goal to design a one-stop dental shop. We have researched the demographics for our target market, identified their needs,



and strategized ways to meet those needs in hopes of capturing as much of our target market as possible!

4.1 THE MARKET

Our target market is defined as families where both parents work, and is confined to those who live within twenty miles of Cheyenne, WY. Other important characteristics of the main beneficiaries to our services are professional, high-income individuals that consider their time very valuable and do not feel that they can take time off from work to go to the dentist.

We did some research to ensure the demographics of Cheyenne, WY match our target audience. The 2014 Cheyenne, WY population is 59,582. The number of households is 24,628 with 15,030 of them being family households. The average household size is 2.39. The married population is 51.13%, and 27.9% are married with children. Under the employment characteristics of families summary, the Bureau of Labor Statistics states that both the husband and wife were employed in 47.7% of married-couple families in 2014. Overall, America has become a nation of dual-income working couples. During the 1960s fewer than half of all married couples were dual-earners. Today, that number has risen to 66%, more than twice the number of sole-earner married couples, and is expected to steadily increase in the future. From these statistics, we have concluded that our target market, two income families, is substantial enough to support our practice. Another factor that plays to our advantage is that dental care is something that families will always need, so we will never have to worry about running out of customers. Our biggest concern will be creating high patient loyalty, so we can keep as many patients from switching to other nearby competitors as possible.

We have created a list of customer needs to help us earn as much patient loyalty as possible. The following benefits, listed from most important to least, are important to our targeted customers:

1. Convenience

In families where both parents work, they are most likely always on the go and very busy. Our goal at Sweet Tooth is to offer these families a dental practice that is convenient and will save them time, because we know that getting your entire family to their dental appointments throughout the year can be a hassle. We hope to meet this need by providing individualized, high quality care for both adults and children in one convenient location.

2. Flexibility

In families where both parents work, the parents likely spend a majority of the day at work while their children are in school. Practices that are only open Monday through Friday 8 to 5, cause patients to miss work and school. It makes much more sense to have a wide range of hours that extend outside of 8 to 5 to help accommodate people's varying schedules. We hope to meet this need by being open Monday, Wednesday, Friday from 7-4, Tuesday and Thursday from 9-6, and Saturdays from 7-12.

Customer service: Our goal is to provide superior customer service by following the motto that the patient always come first. We will ensure all of the patient's needs are met through clear communication, professionalism, and convenience.

3. Highly knowledgeable and skillful staff



Our staff continually advances their expertise in all relevant areas of dental and general health care through extensive, and frequent continued education. Our staff is highly knowledgeable, accompanied by a strong skill set necessary to perform procedures. We want to be up to date on the ever changing healthcare industry, in order to deliver the highest quality of care to our patients.

4. Family Oriented

We are a family oriented business that understands and meets the needs of families where both parents work. We plan to do this through our hours, ambience, and physical set-up. We hope to meet this need by understanding and meeting the needs of busy families.

5. Innovative

We hope to meet this need by utilizing the most advanced techniques, technologies, and materials. If we can gain our patients trust through quality and advanced dental work, we will have a higher chance that our patients will return to us for future service.

6. Range of services

We offer a wide range of services, to meet all of our customers’ needs.

7. Enhancements

We offer enhancements such as paraffin wax for your hands, heated anesthesia, back massage chairs, TVs in all operating rooms, etc. By taking the extra step, and offering these enhancements, we hope to stand apart from our competitors.

4.1 COMPETITIVE ANALYSIS

Understanding the strengths and weaknesses of ourselves versus our competition is critical to making sure our business survives and grows. From our analysis, we have established what makes our service unique, and have therefore, established what attributes we need to play up in order to attract our target market. Our main differentiating factors are that we have a wide range of hours, we are open six days a week, we offer two specialties in one practice, and we utilize diverse promotional methods.

Items	Sweet Tooth Family and Pediatric Dentistry	Brenner Family Dental	Royal Dentistry	Braces U Orthodontics	Briargate Pediatric Dentistry
Hours	7am-4pm M,W,F 9am- 6pm T,TH 7am-12pm Sat	8 am – 5pm	8am –5pm	8am – 5pm	8am – 6pm
Days Open	6 days a week	4 days a week Closed Friday	4 days a week Closed Wednesday	3 days a week Closed W, F	4 days a week Closed Friday
Price Level	Moderate	High	Low	High	Moderate
Specialty	General Dentistry Pediatric Dentistry	General Dentistry	General Dentistry	Orthodontics	Pediatric Dentistry
Reputation	Unknown	Excellent	Fair	Good	Good
Years In	Start-up	Forty	Twenty- One	Ten	Five



Business					
Discounts	Special Promotions Referrals	Senior	Senior	None	Special Promotions
Competitive Advantages	-Convenience -Outstanding customer service -Advanced techniques and technologies	- Competitive location -Exceptional customer service	-Low Cost -Large staff	-Family Oriented -High social media presence	-Innovative technology -Variety of promotional discounts offered

4.2 SWOT ANALYSIS

The following SWOT analysis captures the key strengths and weaknesses within the company, and describes the opportunities and threats facing Sweet Tooth Family and Pediatric Dentistry.

Strengths

1. Unique Characteristics: We will be the only family and pediatric dental practice in Cheyenne, WY and will also offer many unique advantages that our competitors don't focus on like we do. These include convenience, advanced techniques and technologies, and outstanding customer service.
2. Convenience: By offering both family and pediatric dentistry in one location, we hope to save our patients time and the hassle of visiting multiple dentists. In addition, we offer very accommodating hours, that were strategically created to meet the needs of individuals who do not feel that they can take time out of work to go to the dentist. Lastly, we have a very large staff so we are able to offer child care service for when parents are receiving dental care
3. Strong skill Set Necessary for Procedures: As we will just be coming out of school, our extensive education and clinical experience will be fresh in our minds. We will have learned to use the newest and most up to date procedures, technology, and materials. Our skill set will be strong enough to perform a variety of procedures, and much more innovative than our older competitors.
4. Outstanding Customer Service: We pride ourselves in providing outstanding customer service that is evident in every customer interaction, and that helps us to establish a long lasting relationship with each and every patient.

Weaknesses

1. New and Young: Although we are buying an existing practice, which come with an existing client pool, we will not necessarily retain the entire client base due to new ownership. We will have to work on building our own loyal client base, which can take a lot of work. Another aspect that comes with being new a young is not having as much experience as our competitors.
2. Weak Cash Flow at the Beginning: One major concern is a lack of funding. The majority of the cost will be start-up related, due to buying the practice, building, and equipment. A renovation will be a consideration, although we will only update things that are necessary and hold off on the less important things until we have a stronger cash flow.



3. **Inexperience of Running a Business:** As we will just be graduating from dental school, we will have the knowledge and experience needed to start working as a dentist, but we will not necessarily have learned how to run a dental practice during our time in school.
4. **No Marketing Presence Yet:** Today, many people rely on websites and social media to find out about new business in town. Although we will have created our own website and social media pages, people will not necessarily be aware our online presence right away.

Opportunities

1. **Buying an Existing Practice:** By buying an existing practice we benefit greatly from saving a ton of money that would be necessary to create our own business from scratch. We will also benefit from the existing client base, equipment, and staff that the practice already has.
2. **Growing Market:** Dentistry is expected to show a 9.2% growth over the next two years, and the number of two income families is continually increasing. With our industry and market showing promising potential, we have a better chance of succeeding.
3. **Increased Profit Margins:** With time and experience, our skills will increase, and in turn our operation time will decrease. This means we will be able to do the same quality work, if not better, in less time so we can see more patients in a day.
4. **Promotion:** Social media, such as Instagram and Twitter, and an appealing website make it easier to market and create partnerships industry wide. Anything that is trending spreads fast on social media, so it will be easy to spread the word about Sweet Tooth and create partnerships.

Threats

1. **Increase for Malpractice Insurance:** Insurance for any health care professional is extremely expensive, and holds the risk of increasing at any time.
2. **Increased Competition:** With an expected increase in the dental industry, there will also be an increase in dental practices. Although we are unique from our competitors, there is always the uncertainty of new practices opening and targeting the same target market as you with similar competitive advantages.
3. **Competitors Already have a Loyal Client Base:** One major concern is that our competitors already have a loyal client base, which is a huge advantage over us. This means that we not only have to try and keep the existing practices current clients, but also try and appeal to the customers who are currently being seen by our competitors. Creating a loyal client base is difficult as a new business, but is essential.

While we recognize the seriousness of Sweet Tooth's threats and weakness, we are confident that with hard work and dedication the strengths and opportunities are strong enough to overcome them. Sweet Tooth has something very unique to offer both in product and experience, giving the combined family and pediatric dental office a lot of potential to prosper in both our market and the dental industry.

4.3 TARGET CUSTOMER PROFILE

Our primary customers will be families where both parents work, and is confined to those who live within twenty miles of Cheyenne, WY. Specifically, they consider their time very valuable



and do not feel that they can take time off from work to go to the dentist. The parents will be homeowners between the ages of 25 to 55 with at least one child, and have health insurance. They will have attained an education of a bachelor's degree or higher, and earn a combined household income of \$65,000 or higher. The families will be loyal to their health care providers, and will appreciate the convenience, advanced techniques and technologies, and the outstanding customer service of Sweet Tooth. They are also looking for a state of the art facility, with the most innovative technology and skillful staff. They will look first to the internet to acquire information, and are involved in charity.

5. MARKETING PLAN

5.1 STRATEGY OVERVIEW

Our marketing strategies will focus on our competitive advantages: convenience, advanced techniques and technology, and outstanding customer service. These are the components of our business that make us unique from our competitors, and they are what gives Sweet Tooth the most value. We will develop various promotional strategies targeting families where both parents work, our primary target audience, as well as strategies to maintain current patients. We will reach our audience primarily through social media, radio advertisements, direct mailers, event sponsorship, referrals, and word-of-mouth. Because Sweet Tooth will be a brand new business in Cheyenne, it will be key for us to distinguish ourselves from all the other dental practices in town. We will do this through advertisements that showcase our unique assets and advantages. We will develop and foster strong relationships with the local population, as Sweet Tooth will be a small, local business. In Wyoming, where the word spreads fast, word-of-mouth Marketing will be essential for long-term success.

5.2 PRICE, PLACEMENT, PRODUCT, PROMOTION

Price

With the high cost of dental care in the U.S., price is among the highest of concerns for prospective patients. Our pricing strategy takes the following factors into account: our target market, competition, and company objectives. We have decided to use competition pricing, and have aimed to set our prices to be comparable to our competitors. We have found that the best approach for us it to not have the cheapest prices or the most expensive prices in comparison to our competitors. In order to offer high quality dental care, in combination with convenience and outstanding customer service we cannot afford to be the cheapest. However, we also do not find it feasible to charge the highest price out of our competitors, as that would not match up with our values. We cannot provide outstanding customer service, and aim to make a long lasting relationship with each and every patient if we are only focusing on making money. Additionally, we plan to take various forms of insurance to help our customers with the cost.

Placement



Our goal is to stand out from the competition by making it easy for our target market to access our services. We will be located in a prime location in Cheyenne, WY where it is easy for our customers to find and access. We also offer very accommodating hours, that were strategically created to meet the needs of individuals who do not feel that they can take time out of work to go to the dentist. We aim to understand and meet the needs of two-income families. Our location and hours are just two of the ways in which we do this, and they are meant to add to the convenience of our combined family and pediatric dental practice. We understand that dental services must be made conveniently available to patients in order to be effective, and we do our best to do just that.

Product/Service

We offer a very wide range of services, in hopes of meeting the varying needs of all of our patients. Our services range from general checkups and cleanings, to much more in depth services such as bridges and crowns. We also recognize that the value of not only dental health, but also aesthetically pleasing smiles, is becoming more known and desired. To meet this need we offer various cosmetic procedures, such as teeth whitening and minor orthodontic work. We use the most advanced techniques, technologies, and materials to carry out our services with hopes of improving our patient's quality of life.

Promotion

We have two different markets that are both equally essential to promote to. We have to maintain current patients of the practice purchased, as well as attract two-income families who are currently being seen by a competitor.

Current patients of the practice purchased will receive letters of notification of the change in ownership and management that explain our background and experience, and tell them that we hope to maintain their business. Current patients will be given referral cards that give both the current patient and the referred patient an incentive, such as a discount on future services or gift cards to local restaurants. We also hope that current patients will help to advertise for us through word-of-mouth.

In order to attract new patients to our business, we will utilize techniques such as direct mailers, radio and newspaper advertisements, social media, and word-of-mouth. One unique way we plan to attract prospective patients is by promoting discounts on whitening procedures through various forms of advertisements. Once the patient comes in for whitening, it will be much easier to promote our business with them sitting in it. They can see the practice, meet the staff, and ask and questions they may have. We also plan to offer a free initial consultation and cleaning to all new patients!

In order to promote to both new and current patients, we will rely heavily on a easy-to-use website and social media such as Facebook and Instagram. Through these we will develop online community where patients can see the latest updates and news of our practice. An online presence will allow new patients to navigate our web page and find out what we are all about, and it will inform current patients of things like upcoming events or emergency closures.



6. THE ECONOMICS OF THE BUSINESS

6.1 FIXED AND VARIABLE COSTS

Fixed Costs					
Utilities	12,000	14,000	15,000	15,000	14,000
Advertising	20,000	20,000	20,000	20,000	20,000
Rent	35,000	35,000	35,000	35,000	35,000
Amortization	30,000	30,000	30,000	30,000	30,000
Depreciation	20,000	20,000	20,000	20,000	20,000
Interest Expense	16,000	17,600	19,200	20,000	21,600
Officer Wages	320,000	350,000	380,000	380,000	380,000
Officer Health Insurance	20,000	22,000	24,000	25,000	27,000
Total Fixed Cost	473,000	508,600	543,200	545,000	547,600
Variable Costs					
Equipment Repair	5,000	6,000	3,000	4,000	4,000
Dental Supplies	65,000	71,000	78,000	81,000	88,000
Laboratory Expenses	55,000	59,000	63,000	65,000	69,000
Staff Payroll and Benefits	315,000	340,000	370,000	385,000	415,000
Perks (lunches, parties, etc.)	4,000	3,500	4,500	3,500	5,000
Staff Education	1,500	2,000	1,000	1,500	2,000
General and Admin Overhead	90,000	98,000	104,000	110,000	116,000
Total Variable Cost	535,500	579,500	623,500	650,000	699,000

6.2 START UP COSTS

Start-up Costs	Amount
Building	150,000
Equipment	150,000
Renovation	100,000
Cost of Practice	600,000
Total Cost	1,000,000



7. OPERATIONS PLAN

7.1 GENERAL OPERATIONS

Sweet Tooth Family and Pediatric Dentistry operates with the goal of providing convenience and comfort to our patients. In order to do this, we will carefully choose how we plan to layout our facility. Starting with the waiting room we will have TV's in order to provide news for adults and movies for the younger children. We will also have a spot set up to provide young children with toys and for the older kids a couple of PlayStations.

Operatory rooms will also be made as comfortable as possible to help the patient relax. Since we will be buying an existing practice part of our start up money will be going toward making these rooms fit our goal. We plan to have 10 total operatory rooms since we will have two dentists working full time. This will allow us to have a sufficient amount of patients in the clinic for each dentist at any given time. In each room we plan to provide extra amenities such as paraffin hand wax treatment, TVs for both adults and children, natural lighting, neck pillows, blankets, and anesthetic warmer. This will help to ensure our patients' comfort, because we know that dental visits can be a stressful time.

Our staff, as discussed in further detail later, will consist of a general dentist, pediatric dentist, dental hygienists, lab technicians, office manager, and office assistants. Each position will have their own respective responsibilities to maximize the functionality and effectiveness of the practice. The office manager will oversee the office assistance as well as communicate important information with each dentist or hygienist so everyone is on the same page.

7.2 HOURS

At Sweet Tooth, our goal is to make our patients dental experiences as convenient as possible. In order to do so we must take a look at how we can make our hours work best for our patients. Having normal hours of 8am-5pm can be hard for patients because they may not be able to take time off work easily. In order to improve convenience for our patients we will offer extended hours during the week. We plan to be open from 7am until 4pm on Monday, Wednesday, and Friday. On Tuesday and Thursday, we plan to be open from 9am until 6pm. We would also like to be open, for the convenience of our patients, each Saturday from 7am until 12pm in order to cater to those who cannot make weekdays.

7.3 BUSINESS LOCATION

The area that we are looking to place our practice is one that is projected to have a steady growth rate. We want to join an area that has an unsaturated market as well as a fragmented industry. A steady growth rate in addition to an unsaturated market, we believe, would prove a promising location for our business to thrive. Having a practice in a fragmented industry would also give us confidence because there is not a huge rivalry amongst different practices. With all of this in mind we believe that Cheyenne, Wyoming is a great location that is suitable for our practice.



Since 2011, Cheyenne has seen a 15.96% increase in the overall population and is projected to keep increasing. Cheyenne also does not currently have a combined family and pediatric dental practice, which presents a huge opportunity for us.

7.4 FACILITIES AND EQUIPMENT

In order to save money as well as spend less time building and establishing a practice, we plan on purchasing an existing practice. Buying a building from a current dental practice will cut the cost of having to modify rooms to make them compatible with the required equipment. We do expect, depending on the age of the practice and the date of the last remodel, to put some work into the building in order to bring it up to date. Depending on the condition and age of the equipment, we would prefer to buy all equipment from the current practice as well. Overtime as our profits increase we will be able to put more money into the facility and purchase new state-of-the-art equipment.

8. MANAGEMENT TEAM & COMPANY STRUCTURE

8.1 OWNERSHIP

The company will be structured as a general partnership, where each partner has 50% ownership. The business is owned and run by Jordan Headrick and Kegan Brenner.

Jordan Headrick / General Dentist: Jordan Headrick was born in Boulder, Colorado and raised in Cheyenne, Wyoming. After graduating from Central High School, she attended the University of Wyoming in Laramie and earned a Bachelor of Science degree in physiology. She also received minors in entrepreneurship, honors, and chemistry. She actively participated in Delta Delta Delta, multiple honorary societies, and community service events. Jordan is currently attending Creighton University school of Dentistry, and will earn her D.D.S. degree in 2020. Between her educational and service oriented background, Jordan will have the skills necessary to carry out the responsibilities of a general dentist. Her main duties will include being responsible for all procedure that are covered by her license, and not those of the pediatric dentist, hygienist, or assistant. Additionally, the general dentist is responsible for all human resource and management aspects of the practice, overlooking all major purchases and decisions, as well as forming a relationship with both the patients and staff.

Kegan Brenner / Pediatric Dentist: Kegan Brenner was born and raised in Cheyenne, Wyoming. After graduating from Central High School, he attended the University of Wyoming in Laramie and earned a Bachelor of Science degree in physiology. He received minors in business and honors, was the president of his fraternity Sigma Phi Epsilon, and was actively involved in multiple honorary societies and service projects around campus. Kegan is currently attending Creighton University school of Dentistry, and will earn his D.D.S. degree in 2020. After graduation from Creighton University, Kegan will pursue postgraduate training in pediatric dentistry. Between his educational and service oriented background, Kegan will have the skills



necessary to carry out the responsibilities of a pediatric dentist. His main duties will include: educating families on pediatric oral health and providing all necessary general procedures to children.

8.2 EMPLOYEES

Our employees will include 4 dental hygienists, 2 dental assistants, 1 dental lab technician, 1 office manager, and 1 office assistants.

Dental Hygienist

It is the dental hygienist's duty to provide some needed chair-side assistance for the dentists. This includes, but is not limited to: limited chair side procedures, taking x-rays, running in-office computer systems, and dental cleanings. Our hygienists will also be able to sufficiently examine the needs of our patients as well as teach patients how to avoid tooth decay using proper oral care and diet. It is also extremely important for the hygienists to be able to make the patients feel comfortable and confident in the services we provide.

Dental Assistant

The dental assistants will be able to provide all chair-side assistance that is necessary to carry out all procedures. Some of these duties include: cleaning and laying out instruments, instrument transfer, patients management, and prepare dental materials. Similarly, it may be the duty of the assistants to give post procedural instructions to ensure the recovery of the patient is successful. The assistants must also sterilize all used instruments and operating rooms after each procedure.

Dental Lab Technician

Lab technicians design and repair devices for the treatment, replacement and protection of damaged, poorly positioned or missing teeth. The devices in which the lab tech will fabricate include full or partial dentures, crowns, bridges, etc. It will be most important for the lab tech to provide the office with quality products in a timely matter that is most effective in treating each patient.

Office Manager

The main duty of the office manager is to act as the liaison between the front office and the dentists. The office manager will oversee all office employees in order to make sure all work is running smoothly and there are no conflicts. They are also responsible for posting job ad placements, screening resumes, interviewing candidates, and hiring new office employees after consulting the dentists.

Office Assistants

It is the responsibility of the front desk office assistant(s) to have direct contact with the patient. They will help to schedule appointments, contact patients to remind them of appointments, and taking each patient to the appropriate operating room. The office assistant(s) will also handle all patient records, follow all bookkeeping procedures, as well as process patient insurance.



8.3 COMPANY STRUCTURE

Although our company will be structured as a partnership, the office will be run as a team with each employee playing an integral part in the success or failure of the business. Effective communication will be key in our office, as it will cut down on misunderstandings and miscommunications among patients, employees, and doctors. This will help us to reach our goals of providing outstanding customer service and exceptional patient care. We will hold weekly meeting to discuss our upcoming schedule for the week and month, and to give a report of last week’s happenings. The meetings will also give our employees the opportunity to share their input in the form of suggestions, comments, and complaint so the entire staff can be on the same page. At Sweet Tooth, we truly believe in teamwork and creating a very trustworthy and family like environment within our office that our patients will recognize and appreciate.

9. FINANCIAL PROJECTIONS

9.1 SOURCES AND USES OF FUNDS

Sources of Funds	Percent Investment	Amount Invested
Bank of America Loan	50%	\$500,000
Owner #1	25%	\$250,000
Owner #2	25%	\$250,000
Uses of Funds	Notes	Amount
Cost of Dental Practice	60% of gross receipts (\$1,000,000)	\$600,000
Building		\$150,000
Equipment		\$150,000
Renovation	Paint, flooring, lights, cabinets	\$100,000



9.2 SALES FORECAST

Our sales forecast looks at Sweet Tooth’s weekly sales, and forecasts the weekly, monthly, and yearly profit. The forecast estimates that we will see an average of 163 patients per week. If Sweet Tooth is open six days per week, the weekly profit will be around \$20,835.00, the monthly profit will be around \$83,33.00, and the yearly gross profit will be around \$1,000,000.00.

Product	Price	Amount Sold per Week	Revenue	Profit
Mouth Guard	\$400.00	1	\$400.00	\$400.00
Sealant	\$40.00	6	\$240.00	\$240.00
Bridges	\$2,600.00	1	\$2,600.00	\$2,600.00
Dental Cleanings	\$60.00	120	\$7,200.00	\$7,200.00
Dentures	\$1,600.00	1	\$1,600.00	\$1,600.00
Implants	\$1,900.00	1	\$1,900.00	\$1,900.00
Teeth Whitening	\$550.00	2	\$1,100.00	\$1,100.00
Crowns (baby teeth)	\$165.00	1	\$165.00	\$165.00
Crowns (permanent teeth)	\$750.00	2	\$1,500.00	\$1,500.00
General Extraction	\$250.00	6	\$1,500.00	\$1,500.00
Difficult Extraction	\$300.00	2	\$600.00	\$600.00
Fillings	\$150.00	6	\$900.00	\$900.00
Invisalign	\$250.00	2	\$500.00	\$500.00
X-Rays (full mouth)	\$75.00	6	\$450.00	\$450.00
X-Rays (Bitewing)	\$30.00	6	\$180.00	\$180.00
	TOTALS	163	\$20,835.00	\$20,835.00
			Weekly Profit(6 days per week)	\$20,835.00
			Monthly Profit	\$83,340.00
			Yearly Profit	1,000,080.00



9.3 PRO FORMA FINANCIAL INCOME STATEMENT

Income Statement	12/31/2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Revenue	1,000,000	1,100,000	1,200,000	1,250,000	1,350,000
Gross Profit	1,000,000	1,100,000	1,200,000	1,250,000	1,350,000
Expenses					
Equipment Repair	5,000	6,000	3,000	4,000	4,000
Dental Supplies	65,000	71,000	78,000	81,000	88,000
Laboratory Expenses	55,000	59,000	63,000	65,000	69,000
Staff Payroll and Benefits	315,000	340,000	370,000	385,000	415,000
Perks (lunches, parties, etc.)	4,000	3,500	4,500	3,500	5,000
Staff Education	1,500	2,000	1,000	1,500	2,000
General and Admin Overhead	90,000	98,000	104,000	110,000	116,000
Total Expense	535,500	579,500	623,500	650,000	699,000
Net Profit	464,500	520,500	576,500	600,000	651,000
Other Expenses					
Utilities (phones, electric, etc.)	12,000	14,000	15,000	15,000	14,000
Advertising	20,000	20,000	20,000	20,000	20,000
Rent	35,000	35,000	35,000	35,000	35,000
Amortization Expense	30,000	30,000	30,000	30,000	30,000
Depreciation Expense	20,000	20,000	20,000	20,000	20,000
Interest Expense	16,000	17,600	19,200	20,000	21,600
Officer Wages	320,000	350,000	380,000	380,000	380,000
Officer Health Insurance	20,000	22,000	24,000	25,000	27,000
Total Other Expenses	473,000	508,600	543,200	545,000	547,600
Total Net Income	-8,500	11,900	33,300	55,000	103,400



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