

brightersteps



INDEPENDENT BUSINESS PLAN



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I. Executive Summary

Company Overview

BrighterSteps is a medical technology company focused on improving mobility for pediatric patients with lower-limb gait abnormalities through innovative orthotic solutions. Our product is a modern ankle-foot orthosis (AFO), a medical brace worn on the lower leg and foot to support proper alignment, stability, and walking mechanics. Traditional AFOs are often heavy, bulky, uncomfortable, and minimally customized, limiting both effectiveness and patient compliance.

BrighterSteps specifically addresses equinus deformity, a condition in which tight calf muscles or neurological disorders cause the foot to point downward, making heel-to-ground walking difficult. This condition is common in children with cerebral palsy and other neuromuscular disorders and, if untreated, can lead to pain, fatigue, and long-term mobility issues. By combining AI-driven custom leg modeling, smart sensor integration, and a lightweight 3D-printed design, **BrighterSteps** delivers personalized, data-driven AFOs that improve gait correction, comfort, and long-term outcomes.

Problem

A. Limited Access & Convenience

Equinus deformity management requires frequent orthotic visits, creating time, travel, and cost burdens that are compounded by a shortage of pediatric orthotic providers.

B. Poor Fit & Physical Discomfort

Traditional AFOs are rigid and poorly customized, often causing discomfort, fatigue, and skin irritation while quickly becoming ill-fitting as children grow and develop.

C. Low Compliance & Support Gaps

Discomfort, social stigma, and limited caregiver guidance reduce consistent AFO use, directly undermining treatment effectiveness.

Solution

A. Remote, Accessible Orthotic Care

Guided at-home scanning and remote review replace repeated in-person visits, expanding access while reducing family burden.

B. Comfort-Optimized Brace Design

Lightweight, 3D-printed, lined, and custom-fit AFOs improve comfort and can be adapted as kids grow, reducing discomfort, skin irritation, and moisture.

C. Compliance, Support, and Integration Ecosystem

Sensors, app support, and personalization reduce parental uncertainty and drive consistent wear, leading to better outcomes and treatment success.

Customer Segments

We primarily target parents and caregivers of children with equinus deformity seeking affordable, comfortable, and easy-to-use orthotic solutions. We also work with pediatric healthcare providers who prescribe, support, and optimize long-term treatment outcomes, forming our secondary target market.

Unique Value Proposition

UVP Statement

BrighterSteps is redefining pediatric orthotics by using remote 3D modeling to create fully custom ankle-foot braces and footwear that improve comfort, compliance, and access.



Channels

- **Distribution:** Direct-to-family online ordering and clinician referrals allow remote leg scans, prescription submission, and home-delivery, minimizing in-person visits.
- **Production:** In-house CAD and 3D-printing ensure precise, lightweight, and growth-adaptable AFOs with consistent quality control.
- **Marketing:** Digital campaigns, social media, and clinician partnerships build awareness, credibility, and engagement with both families and healthcare providers.
- **Community & Experiential:** App-guided onboarding, virtual white-glove assistance, and family ambassador programs provide education, guidance, and sustained adherence.

Revenue Streams

Through a value-based pricing strategy, we deliver high-quality services. **BrighterSteps** operates on an all-inclusive model (Core Care Package) with an optional brace-compatible shoe pair add-on (Step-Ahead).

Pricing Plan	FirstStep Cost	% of Customers	Revenue	Lifetime Value (LTV)	Customer Lifetime Value (CLV)
Core Care Package	\$2,200	100%	\$3,600,960	\$5,236	\$1,518
Step-Ahead Add-On	\$180	65%	\$191,592	\$410	\$66

Cost Structure

Customer Acquisition Cost

Through digital marketing, social media, and partnerships, our CAC comes to \$124.70, a sustainable value relative to our high-value, customized product.

Production Costs

Each brace costs \$230 to produce, combining 3D-printed components, sensors, lining, and packaging, with optional brace-compatible shoes adding \$40.

Human Resources Costs

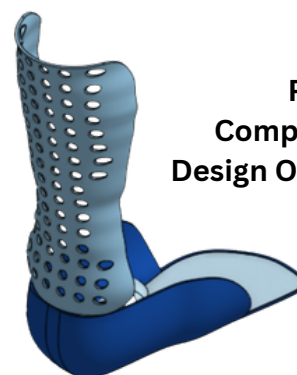
Key staff include leadership, engineers, orthotists, operations, IT, and customer service representatives, creating a team of 35 employees.

Distribution Costs

Direct-to-family shipping uses carrier integration, tracking, and logistics support, averaging \$10-15 per order and keeping post-production costs low.

Additional Costs

Operational overhead includes office and factory leases, utilities, technology, insurance, legal services, and standard administrative expenses.



**Preliminary
Computer-Aided
Design Optimization**

Detailed Financials

Over the course of three years, we project a rapid increase in sales and profits by expanding customer acquisition and maximizing operational efficiency.

This expansion will lead to a drastic increase in revenue, as our second year of operation is projected to see a 27% increase in revenue, and our third year a 52% increase. Following our third year of operation, revenue will continue to increase at a more stable rate.

Funding for this expansion will come from both internal and external investments. By reinvesting operating earnings back into the business in addition to our requested investment of \$310,000 in exchange for 15% equity, the company will be able to scale sustainably in a financially responsible way. This will also allow us to remain debt-free and reach profitability within our first year, enabling cash flow to remain stable without placing repayment pressure on early operations.

Year 1 Projected Cash Flow Statement	
	Total
Starting Cash Balance	0
Collections from AR Accounts	3,792,552
Cash Paid Out	
Cost of Goods Sold	473,120
Marketing	164,605
Payroll	1,326,000
Outside Services	105,152
Utilities	43,785
Rent	292,500
Technology	191,950
Website and App Development/Maintenance	51,003
Office Supplies	16,150
Insurance	51,480
Cash Outflows	2,715,745
Equity from Investors	310,000
Investor Dividends	186,980
Ending Cash Balance	1,199,827

Year 1 Projected Income Statement	
	Total
Revenue	
First-Time Brace Set Sales	2,904,000
First-Time Shoe Set Sales	154,440
Replacement Brace Set Sales	696,960
Replacement Shoe Set Sales	37,152
Total Revenue	3,792,552
Cost of Goods Sold	473,120
Gross Profit	3,319,432
Expenses	
Marketing	164,605
Payroll	1,326,000
Outside Services	105,152
Utilities	43,785
Rent	292,500
Technology	191,950
Website and App Development/Maintenance	51,003
Office Supplies	16,150
Insurance	51,480
Total Expenses	2,242,625
Net Income	1,076,807



Key Metrics



Competitive Advantage

Our solution differentiates itself through AI-driven custom leg modeling that ensures precise personalization, paired with smart sensor integration for real-time performance insights. A companion mobile app enhances usability by allowing users to track progress and adjust settings easily. Finally, our modern, 3D-printed design enables lightweight construction, rapid customization, and cost-efficient production.

Competitive Analysis	brighterSteps	ottobock	Hanger CLINIC	Traditional Orthotics
AI preliminary design	✓	✗	✗	✗
Smart sensors	✓	✗	✗	✗
Companion app & tracking	✓	✗	✗	✗
Modern, 3D-printed precision	✓	✓	✗	✗
Lightweight materials	✓	✓	✓	✗
Rapid turnaround	✓	✗	✓	✓

Conclusion: We are seeking an investment of \$310,000 in exchange for 15% equity.

II. Problem

What are AFOs and Equinus Deformity?

Equinus deformity is a pediatric condition that affects ankle movement, most commonly presenting as persistent **plantarflexion** during walking. In children with this condition, the heel does not fully contact the ground, **disrupting normal gait** and posture. It can arise from neurological disorders, muscular imbalances, or idiopathic causes, and it is frequently seen in children with conditions such as cerebral palsy or clubfoot. When left untreated, equinus deformity can lead to secondary **musculoskeletal complications** over time.

Ankle-foot orthoses (AFOs) are a primary non-surgical treatment used to manage equinus deformity in pediatric patients because they are designed to to secure and stabilize the ankle and foot, promoting proper alignment. Additionally, they prevent the development or recurrence of **muscle contractures** by restricting excessive or harmful motion. AFO designs vary based on clinical need, ranging from rigid orthoses for structural support to more flexible models that allow controlled movement and encourage more natural gait patterns. In pediatric orthopedics, AFOs play a crucial role in enhancing walking efficiency, supporting lower-limb development, and reducing the risk of **long-term deformity**. They also help children participate in daily activities more safely by improving stability and reducing fatigue. The effectiveness of an AFO depends on many factors: the child's age, growth rate, severity of deformity, and the specific functional goals identified by the healthcare team. As a result, the **design and fit** of the orthosis are critical to achieving successful clinical outcomes.

Healthy X-Ray



Equinus Deformity X-Ray



5% (1 in 20) of children in the United States have equinus deformity



A. Limited Access and Convenience

Because equinus deformity increases the risk of long-term musculoskeletal complications, treatment requires **ongoing orthotic care**, rather than a one-time intervention. As a result, the use of an AFO in a child's treatment plan involves **multiple appointments** for casting or scanning, the initial fitting, and adjustments as they grow. These frequent in-person visits often lead to missed school for children, missed work for caregivers, and increased **financial and travel burden**, making the process an inconvenience for some families and an impossibility for others.

This burden is further exacerbated by the growing **lack of orthotists** and practices that offer AFO-related services. The National Commission on Orthotic and Prosthetic Education reports that there has been no significant increase in orthotist graduates, meaning the current orthotist workforce is unable to meet the rising demand for care. Pediatric orthotic providers are even more **limited and unevenly distributed** across the country, creating substantial access barriers for many families. Additionally, the scarcity of providers has contributed to **inefficient clinic workflows** that often deprioritize the quality and continuity of patient care. These barriers force families to delay care, travel long distances repeatedly, or forego adjustments altogether, putting children at risk for worsening complications.

B. Poor Fit and Physical Discomfort

Traditionally, many AFOs are made using static molds that struggle to fully capture the individual anatomy. As a result, the final brace fails to fit precisely, leading to **discomfort**. In addition, AFOs are often constructed from carbon fiber, a strong but moderately dense material. These solid plastic shells are **heavy, rigid, and non-breathable**, limiting airflow and contributing to heat buildup, excessive sweating, and increased risk of skin irritation from abrasion. The rigid structure can also create **localized pressure points**, especially during longer wear.

Furthermore, the carbon fiber's strength often comes at the expense of weight reduction, resulting in **braces that are heavy** and contribute to fatigue, especially pronounced in younger children. Even minor discomfort can make children reluctant to wear the brace, reducing adherence. Parents may face difficult choices between enforcing use and allowing short-term relief from pain. Rapid pediatric growth further complicates fit, as braces can become ill-fitting within short timeframes and require **frequent replacement**. Challenges associated with AFO use extend beyond the brace itself: **poor integration with footwear** further compromises comfort and function. Standard shoes are not designed to accommodate a foot inside a brace, making it difficult for families to find options that meet both comfort and aesthetic preferences. Discomfort is not always immediately visible but instead accumulates over time, gradually **reducing tolerance and wear duration**.



C. Low Compliance and Support Gaps

Children are naturally **resistant** to wearing devices that cause discomfort or restrict movement, making consistent wearing time essential to the successful management of equinus deformity. Ideally, AFOs are expected to be worn whenever the child is walking. However, discomfort and poor fit are among the most common reasons children resist wearing their braces. **Negative physical experiences** with AFOs increase the likelihood of inconsistent use and, in some cases, complete refusal to wear the brace.

Aesthetic limitations and social stigma further reduce willingness to wear braces, particularly in public or school settings. In addition, significant **support gaps** exist for parents and caregivers, who often receive limited guidance after brace delivery regarding wearing schedules during school or recreational activities, fit changes due to growth, and skin care and hygiene. **Parental uncertainty** is frequently reflected in **inconsistent brace use**, underscoring the need for clearer guidance and ongoing support. Without proper education and reassurance, families may struggle to establish consistent routines, leaving children at risk for suboptimal outcomes and unnecessary frustration for both the child and caregiver. Many children also struggle with the sheer effort of integrating brace use into everyday life, making even simple activities like walking to class or playing a source of frustration.

The field also lacks effective follow-up tools, making it difficult to track adherence or identify problems early. **Reduced compliance** directly compromises therapeutic outcomes and can **slow functional progress** or prolong treatment timelines. Moreover, negative early experiences with orthoses can lead to **long-term resistance** to future interventions, conditioning the child to reject help and diminishing their overall engagement with treatment as they grow older. This can also cause the child to experience frustration and anxiety.

In 2021, researchers from the Medical College of Wisconsin and the Children's Hospital found that approximately 40% of pediatric orthopedic patients who wore a brace or orthotic device reported **moderate to severe bullying**, compared to 20% in the general population.



III. Customer Segments

A. Primary Target Market - Parents and Guardians of Children Ages 2-16

a. Geographics

Many U.S. families with children who suffer from equinus deformity are located in **urban and suburban regions**, where pediatric specialty care is often centralized. Within these areas, families may still struggle to navigate **crowded clinics**. As a result, they may be referred to us by their pediatric care providers. In addition, families in **rural areas** or regions with limited access to pediatric orthotists may be inclined to choose **BrighterSteps** due to **long travel and appointment wait times**.

b. Demographics

Our primary target market consists of **parents and guardians of children ages 2-16** diagnosed with equinus deformity or related neuromuscular conditions. These families are often **middle-income households** that experience recurring healthcare expenses, hectic schedules, and work commitments. Caregivers are primarily **adults aged 25-50** who may have multiple children, increasing both financial and time constraints. Most **households are two-parent families**, although a portion are single-parent households. In addition, most have at least a **high school diploma**, with many holding some college or a completed college education.

c. Psychographics

Parents of children with gait issues are motivated to **improve their child's mobility**, comfort, and long-term outcomes by **seeking support**. They take an **active role** in their child's care, staying involved in daily routines and decisions. They also often value solutions that manage their child's condition through **non-invasive methods**, as opposed to surgical interventions, which can be more costly and carry greater risk.

d. Buying Behavior

After being guided by clinical recommendations, these parents are **influenced by convenience, comfort, and ease of use**. They prioritize products that integrate easily into their child's daily life, improve overall quality of living, and minimize hassle, such as frequent fixings or repeated in-person visits. They are also willing to invest in solutions that **consistently deliver results** and reduce long-term complications. In addition, they tend to **assess alternatives** and seek reassurance through provider input, reviews, and **proven clinical effectiveness**.

B. Secondary Market - Pediatric Healthcare Providers

BrighterSteps' secondary target market consists of **pediatric healthcare providers**, including pediatricians, pediatric orthopedists, orthotists, physiatrists, and physical therapists. These professionals **prioritize clinically effective, evidence-based solutions** that improve long-term mobility for their patients. They seek orthotic options that are easier to fit, adjust, and monitor over time, particularly for growing pediatric patients. Many also value tools that enhance patient adherence and provide **measurable outcomes** to support ongoing treatment decisions. Additionally, they may operate in high-volume clinical settings and choose **BrighterSteps** to **streamline workflow** and reduce follow-up burden **without compromising quality of care**.

Projected Amount of Potential Customers: **1,672,000 Individuals**

IV. Unique Value Proposition

UVP Statement

BrighterSteps is redefining pediatric orthotics by using remote 3D modeling to create fully custom ankle-foot braces and footwear that improve comfort, compliance, and access to care.

Brand Values

S

Support

BrighterSteps is the first orthotic company to provide **continuous guidance** beyond the initial fitting or diagnosis. This comprehensive care model supports both the child and the caregiver, ensuring that all stakeholders affected are supported. Additionally, through clear treatment pathways and a **holistic approach**, parents and guardians can feel confident they are receiving the best care. Moreover, **BrighterSteps** focuses on **long-term outcomes** rather than one-time interventions, ensuring patients see **meaningful progress**.

T

Tailored

We are committed to providing **custom braces and footwear** based on each child's anatomy so our patients feel comfortable and confident. Using **remote scanning and computer-aided design (CAD) technology**, every brace is designed for a precise fit. Additionally, with children's rapid growth in mind, we can rescan and create new braces as needed so they continue to fit. This improves comfort and usability, supporting **consistent compliance**.

E

Empowerment

At **BrighterSteps**, we want families to feel in control of their child's treatment and progress. By encouraging **active participation in treatment decisions**, caregivers play a direct role in supporting successful outcomes, which builds **confidence** and promotes consistent brace use. Children also have the opportunity to **customize the aesthetic design** of both their brace and shoes, allowing them to express their personality and feel proud about their orthotics, further supporting engagement and compliance. By feeling **empowered** in their care, children stay **motivated** and committed, ultimately improving their long-term mobility.

P

Progress

The **BrighterSteps** app helps families track mobility, gait improvements, and overall progress, allowing them to **monitor improvements and growth** without in-person visits. Additionally, the app provides engaging exercises and reminders to encourage consistent brace use, keeping children on track with their therapy. By visualizing their progress and seeing **measurable results**, children and families can stay motivated and maintain consistent care, helping ensure **each step of their treatment is effective**.

Brand Value Statement

BrighterSteps is committed to helping kids move with comfort and confidence, making every step brighter for them and their families.

Slogan

Because brighter steps lead to brighter days ahead!

V. Solution

A. Remote, Accessible Orthotic Care

BrighterSteps' guided **at-home leg scanning** process utilizes structured video prompts, enabling families to complete their scans at their own **convenience** without the stress of repeated in-person casting and fitting appointments. Using AI, these scans are converted into 3D leg models and integrated directly into **computer-aided design (CAD) software**, eliminating the need for plaster molds or long clinic wait times. Brace prescriptions may be uploaded by physicians or submitted by families, reducing delays and **improving coordination with care providers**. Each case is then reviewed by a certified orthotist and engineer, who evaluate the diagnosis, growth trajectory, gait needs, and functional goals before finalizing the brace design. Once approved, the AFO is **3D-printed** in our manufacturing facility, undergoes an additional **quality check** by our orthotics team, and is shipped directly to the family's home.

BrighterSteps Care Pipeline

Diagnosis & Prescription

At-Home Leg Scan

Clinical Review & CAD Design

Personalization & Footwear

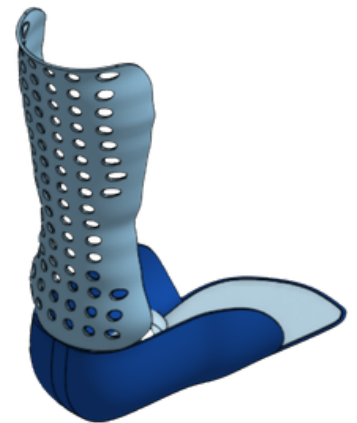
3D-Printing & Delivery

App-Based Follow Up

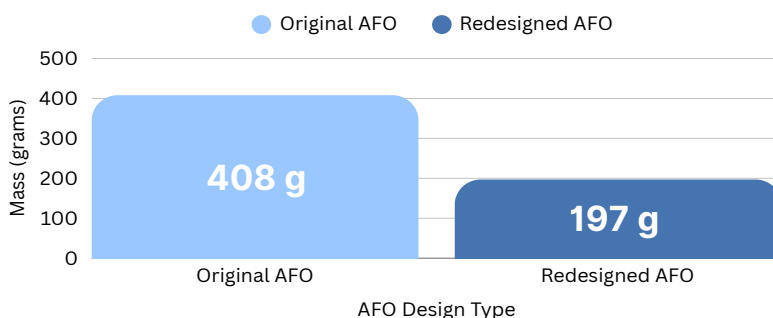
This **remote-first pipeline** expands access for families in rural or underserved regions where pediatric orthotics are limited or unevenly distributed. By reducing the number of required in-person visits, **BrighterSteps** minimizes missed school for children, missed work for caregivers, and overall time and financial burden. For clinicians, the **streamlined process supports higher patient capacity** without sacrificing the quality or continuity of care.

B. Comfort-Optimized Brace Design

Each brace is **custom-designed** with CAD based on the child's 3D leg model, allowing for a **precise anatomical fit** that reduces the pressure points commonly associated with AFOs created from plaster or static molds. To further improve comfort, the redesigned shell is 3D-printed from PLA, a material with a density of 1.24 g/cm^3 compared to carbon fiber's 1.8 g/cm^3 , which directly **reduces the overall brace mass**. The shell also incorporates strategically placed non-load-bearing perforations, which improve airflow, reduce weight, and **maintain structural integrity**. Preliminary CAD optimization resulted in a 52% reduction in brace mass compared to traditional solid-shell carbon fiber designs, an improvement expected to significantly **reduce fatigue among pediatric patients**.



Preliminary CAD Optimization

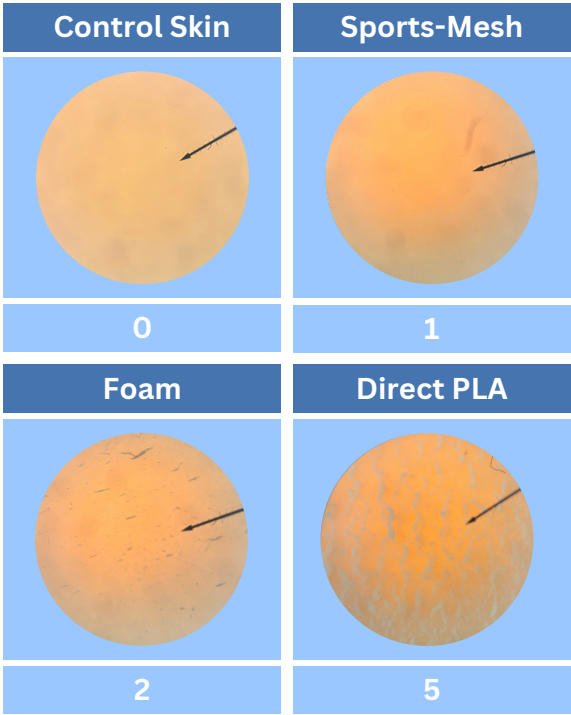


Comparison of the mass of the original carbon-fiber AFO and the redesigned PLA AFO, showing a 52% reduction in weight.

PLA	Carbon Fiber
	
1.24 g/cm ³	1.8 g/cm ³

Each brace includes a **removable, washable sports-mesh lining** to improve hygiene, breathability, and skin comfort while remaining easy to replace. Abrasion testing was conducted using synthetic skin surrogates under standardized conditions, with results analyzed under a microscope and scored on a 0-5 scale. The untouched control skin received a score of 0, serving as our base; the sports-mesh lining received a score of 1, the foam lining received a score of 2, and direct PLA contact received a score of 5, demonstrating the mesh lining’s effectiveness in **minimizing skin irritation**. Moisture vapor transmission rate (MVTR) testing using the cup method further showed that the mesh lining reduced moisture accumulation by 45% compared to foam-lined designs and by 78% compared to traditional solid-shell braces. Based on these results, **sports-mesh fabric was selected as the final lining material**.

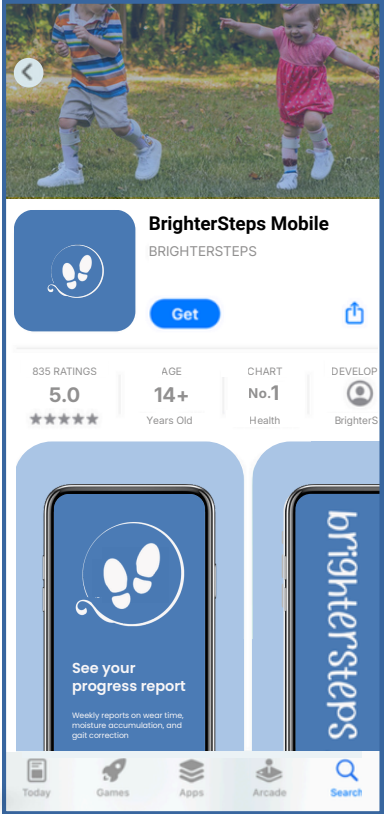
To address footwear compatibility, a **brace-compatible shoe** was designed in CAD to **match the brace geometry**. Fit testing showed increased internal clearance and a 35% reduction in insertion force, resulting in a **more integrated and comfortable shoe-brace system**. In addition, the use of remote scanning allows updated braces to be manufactured more efficiently as children grow, reducing delays when a new fit is required.



C. Compliance, Support, and Integration Ecosystem

BrighterSteps’ embedded sensor technology within the brace monitors wear time, pressure distribution, and moisture levels, generating **objective data on real-world use** that engineers, caregivers, and clinicians can use to identify fit issues, excessive moisture, and pressure concerns before they escalate. This real-time sensor data is integrated into the **BrighterSteps mobile app**, where trends are analyzed and translated into **actionable reports and insights** such as wear-time reminders, hygiene and skin-care guidance, personalized physical therapy stretches, and gait progress visualizations. This ongoing feedback **reduces parental uncertainty** and builds confidence among both caregivers and providers.

Children can also benefit from **personalization options**, including brace colors, patterns, and shoe styles, which **increase emotional buy-in and reduce social stigma**. This sense of ownership gives children control over a device they are required to wear, reframing the brace as something expressive rather than purely medical. As a result, children are more willing to wear their brace consistently in school and public settings. Combined with continuous monitoring and education, **BrighterSteps** promotes **sustained adherence** over time. While many competitors deliver braces with minimal follow-up, we provide a connected care system that supports patients and their families **every step of the way**.



VI. Channels

A. Distribution Channels

BrighterSteps reaches its customers through multiple carefully structured distribution channels that ensure timely, accurate, and reliable delivery of pediatric AFOs.

Direct-to-Family: **BrighterSteps** ships fully customized braces directly to families, ensuring each child receives a product tailored to their unique anatomy and growth needs. Orders are processed through our secure website and fulfillment system, with **FedEx or UPS used for tracked delivery**. Packages include the custom brace, optional brace-compatible shoes, a removable sports-mesh lining, and printed care instructions. Families also have the option for **virtual white-glove delivery**, where a **BrighterSteps** specialist guides them through first-time fitting, brace adjustments, and app setup via a video call. Pre-paid return labels and replacement forms make minor adjustments or growth-related replacements simple, **without requiring in-person clinic visits**.



Clinician Integration & Partnerships: Pediatric clinics, orthotic providers, and other healthcare professionals act as **partner hubs**, submitting prescriptions and scans for their patients. Braces are still fully customized and shipped either to the clinic or directly to families, eliminating the need for clinics to hold inventory. Partner clinics receive training on guided scans, brace features, and app usage, enabling them to educate families and monitor progress. This **coordinated care** approach preserves full customization while **streamlining the patient experience and strengthening provider relationships**.



B. Production Channels

All **BrighterSteps** braces are **designed and fabricated in-house using CAD and 3D-printing**, allowing precise control over every stage of production. PLA shells are printed with strategically placed perforations for breathability, reduced weight, and maintained structural integrity. The sports-mesh fabric is then cut to fit each brace, attached with Velcro fasteners, and verified for **hygiene and skin comfort**. Optional brace-compatible shoes are molded in CAD, prototyped in foam and fiberboard, and tested for clearance and insertion force before production. Each brace undergoes **multi-step quality checks**, including verification of fit, shell strength, lining abrasion potential, and sensor integration. By managing production internally, **BrighterSteps** ensures efficiency, consistent high-quality, and the ability to **iterate designs based on patient feedback and testing data**.

C. Marketing Channels

a. Direct-to-Consumer Marketing

Social media marketing: **BrighterSteps** leverages **TikTok, Instagram, Facebook, and Twitter** to connect directly with families of children who use AFOs. Short, engaging videos highlight brace customization options, sensor features, and real-world success stories, showing both comfort and functionality.

By featuring real kids and their personalized braces, we aim to **normalize brace use**, reduce social stigma, and inspire confidence in both parents and children. These platforms also allow families to share their experiences, building a community around **BrighterSteps** while **organically increasing awareness**.

Email marketing: Our **bimonthly newsletters** provide families with practical guidance, updates, and tips to improve brace use and care. Each edition includes exercises, hygiene reminders, and progress-tracking tips to keep parents engaged in the treatment process. Newsletters also highlight new customization options, seasonal care advice, and success stories from other families to encourage emotional buy-in and sustained brace compliance. This **consistent communication is key to building trust** and ensuring families feel supported. Prospective customers can also opt in to receive these newsletters to sample the **BrighterSteps** approach.

Website and SEO: The **BrighterSteps** website is optimized to reach parents actively searching for pediatric orthotic solutions. Using search engine optimization, keywords like “custom pediatric AFO,” “leg braces for kids,” and “gait improvement braces” are integrated throughout the landing pages and blog content to **improve visibility in search engines**. Families can explore brace features, customization options, and sensor technology directly, making the site a **central hub** for both information and ordering. Blog content, including educational articles and success stories, reinforces expertise and positions **BrighterSteps** as a **trusted resource in pediatric orthotics**.



b. Clinician & Partner Outreach

Clinician engagement is a key marketing pathway, providing **indirect access to families** through trusted medical professionals. **BrighterSteps** offers virtual demos that highlight remote monitoring, brace customization, and sensor features, **allowing clinicians to confidently recommend our products**. Partnerships with pediatric orthopedists, physical therapists, and hospitals ensure that referrals are seamless. Additionally, attending **medical conferences and hosting workshops** at trade shows allows clinicians to experience our technology firsthand and see the impact of data-driven, personalized orthotic care.

D. Community & Experiential Channels

Virtual White-Glove Support: When a new brace arrives, families can access a **guided walkthrough** through the **BrighterSteps** mobile app. A professional orthotist virtually demonstrates proper fit, sensor integration, and brace care, ensuring the family feels confident using the device from day one. This **personalized onboarding** replicates the benefits of an in-person fitting while maintaining the convenience of home delivery.

Community & Ambassador Program: Family ambassadors play a critical role in building credibility and spreading awareness. **Parents and children share their experiences** through videos and social media posts, demonstrating real-world results and celebrating customization choices. This program is centered around highlighting the positive social and emotional impact of the braces while connecting new families to a **supportive community**.

“Seeing my daughter excited to wear her brace, choosing her favorite colors, and showing off her shoes at school – it was such a relief. **BrighterSteps** didn’t just give her a brace, they gave her confidence to take those steps.”



VII. Revenue Streams

A. Revenue Model

BrighterSteps utilizes a **value-based pricing strategy**, meaning our price reflects the comprehensive value delivered to families rather than solely the cost of production. Our solution reduces repeated clinic visits, eliminates plaster casting, shortens wait times, and improves brace compliance through comfort, personalization, and digital support. By addressing both medical and logistical pain points, **BrighterSteps** provides meaningful outcomes and peace of mind for caregivers. This approach allows us to sustainably deliver a **high-quality, medically sound product**.

B. All-Inclusive Brace Package

BrighterSteps operates on an **all-inclusive pricing model** that provides families with everything needed for their child's orthotic care. **The Core Care Package** includes a fully customized 3D-printed brace, integrated sensors, app access with progress tracking and reminders, personalization options, and ongoing support. Unlike subscription-based or tiered models, this structure ensures families are not locked into recurring payments while still receiving **long-term value and guidance**. This model aligns with how families expect to pay for medical devices while simplifying purchasing decisions and cost predictability.

C. Brace-Compatible Shoes

As an **optional add-on**, **BrighterSteps** offers **brace-compatible shoes** designed specifically to pair with each child's custom orthotic. These shoes are engineered to improve insertion ease, gait stability, and overall comfort, addressing a common challenge faced by families using traditional braces. By offering shoes as a separate purchase, families can choose whether the add-on best fits their needs without increasing the base cost of care. This creates a **secondary revenue stream** while enhancing the overall effectiveness of the **BrighterSteps** system.

Pricing Package	FirstStep Cost	% of Customers	Features Included	Revenue
Core Care Package	\$2,200	100%	Fully customized 3D-printed brace, integrated sensors, app access with progress tracking and reminders, & personalization options	\$3,600,960
Step-Ahead Add-On	\$180	65%	Custom-designed brace-compatible shoes with more clearance and less insertion force	\$191,592

D. Lifetime Values

Lifetime values allow us to analyze the value our customers, especially **repeat customers**, bring over the duration of our relationship. **BrighterSteps'** lifetime value (LTV) helps us view the total revenue made from a customer based on purchase frequency and retention. However, our customer lifetime value (CLV) allows us to calculate the **profitability of a customer** in regard to costs and the profit margin. To calculate the average sales value (S), we accounted for both the initial purchase (FirstStep) and later replacement purchases (NextStep). Since children outgrow braces and shoes as they develop, repeat purchases are expected; however, **returning customers receive a 40% discount**. Therefore, S represents a blended, weighted average between the full initial price and discounted replacement price over time.

$$LTV = S \times T \times R$$

Plan	Avg Sales Value (S)	Transactions/Year (T)	Retention Time (R)	Lifetime Value (LTV)
Core Care Package	\$1,540	1	3.4	\$5,236
Step-Ahead Add-On	\$108	1	3.8	\$410

$$CLV = LTV \times PM$$

Plan	Lifetime Value (LTV)	Profit Margin (PM)	Customer Lifetime Value (CLV)
Core Care Package	\$5,236	29%	\$1,518
Step-Ahead Add-On	\$410	16%	\$66

VIII. Cost Structure

A. Customer Acquisition Costs

Customer acquisition cost (CAC) allows **BrighterSteps** to measure the **average cost required to acquire a new customer** across our marketing efforts. By dividing our total acquisition spending across digital advertising, brand partnerships, and social media channels, \$164,605, by the total number of customers acquired, 1,320, we were able to calculate our **CAC of \$124.70**. While **BrighterSteps** operates in the medical device space, our CAC remains sustainable relative to our high-value, customized product and strong customer lifetime value.

Customer Acquisition Channel	Cost Per Unit	# of Units	Total
Marketing Channels for Advertising			
Tiktok Ads	\$0.90/click	4,600 clicks	\$4,140
Instagram Ads	\$0.55/click	12,300 clicks	\$6,765
Facebook Ads	\$0.40/click	8,100 clicks	\$3,240
Twitter Ads	\$0.37/click	5,280 clicks	\$1,954
Youtube Ads	\$0.68/click	7,920 clicks	\$5,386
Google Ads	\$60/click	13,200 clicks	\$7,920
Search Engine Optimization	\$500/month	12 months	\$6,000
Billboard Ads	\$1,200/billboard	25 billboards	\$30,000
Sponsorships / Partnership	\$8,000/sponsorship	4 sponsorships	\$32,000
Total			\$97,405
Marketing Channels for Social Media			
Tiktok Account	\$100/video	48 videos	\$4,800
Instagram Account	\$60/post	52 posts	\$3,120
Facebook Account	\$60/post	52 posts	\$3,120
Twitter Account	\$60/post	52 posts	\$3,120
Youtube Account	\$350/video	24 videos	\$8,400
Instagram, Facebook, Youtube	\$140/short video	36 videos	\$5,040
Website Maintenance	\$3,300/page	12 pages	\$39,600
Total			\$67,200
Total Acquisition Costs			\$164,605
Total Number of Acquired Customers			1,320
Customer Acquisition Cost			\$124.70

B. Production Costs

BrighterStep's production costs are primarily driven by the manufacturing of its fully customized orthopedic brace. By **designing and manufacturing braces in-house**, we can maintain control over fit, quality, and material usage while keeping per-unit costs predictable.

Each brace undergoes assembly, quality testing, and packaging before being shipped to the customer. Optional brace-compatible shoes are produced using standardized CAD designs, allowing **BrighterSteps** to offer a functional add-on at a **low marginal cost**. Digital platform costs scale efficiently, covering app hosting, sensor data integration, and ongoing maintenance.

Component	Cost per Unit
3D-Printed PLA Shell & Hinges	\$85
Integrated Sensors & Electronics	\$60
Lining & Fastening System	\$15
Assembly & Quality Testing Labor	\$45
Packaging	\$10
Incremental Shipping & Fulfillment	\$15
Production Cost per Brace Set	\$230
Total Brace Set Production Costs (Year 1)	\$425,040

Component	Cost per Unit
Shoe Materials	\$25
Manufacturing & Finishing Labor	\$12
Packing & Incremental Shipping	\$3
Production Cost per Shoe Set	\$40
Total Shoe Set Production Costs (Year 1)	\$48,048

Component	Cost per Unit
App Hosting, Data Storage, & Processing	\$12
Sensor Integration & Backend Maintenance	\$8
Security & Software Updates	\$5
App Cost per Customer	\$25
Total App Costs (Year 1)	\$33,000

C. Human Resources Costs

BrighterSteps’ team includes a **Chief Executive Officer, Neeral Gandhi**, managers in finance, marketing, information technology, operations, human resources, and production, along with supporting staff across each division. The largest teams, IT, operations, and production, include software engineers, biomedical engineers, customer service and sales representatives, and certified orthotists. **Employees are recruited nationwide**, paid in U.S. dollars, and some are offered a hybrid work model. All staff receive extensive training, and orthotists are required to hold **proper licensure or certification**. Additional operational support includes contracted cleaning services and a business analyst. In total, projected human resources costs, including salaries, benefits, and bonuses, are **estimated at \$1,326,000**.

Employee Distribution

Department	#
Chief Executive Officer	1
Human Resources	2
Operations	6
IT	9
Marketing	3
Finance & Accounting	3
Production	11

D. Distribution Costs

BrighterSteps utilizes a **direct-to-consumer distribution model**, shipping custom braces and optional shoes directly to families after production is complete. Because manufacturing, quality control, and packaging are accounted for within production costs, distribution expenses are limited to **post-production logistics**. This includes shipping software, carrier integration, tracking, insurance, and customer logistics support. Shipping costs are paid by the customer at checkout, allowing us to maintain low internal distribution costs. On average, distribution costs are estimated at **\$10 to \$15 per order**.

E. Additional Costs

Additional expenses include **leasing office and manufacturing space** in the United States, utilities, and providing employees with the necessary technology and supplies for both in-office and remote work. The company will also account for **standard operational costs** such as insurance, taxes, and legal services.

IX. Detailed Financials

A. Projected Income & Expenses

a. Projected Three-Year Plan

Year 1 is centered on **establishing BrighterSteps** as a viable and trusted pediatric orthotics solution in the U.S. During this year, the company will prioritize customer acquisition, platform refinement, and clinician onboarding. Key investments will be made in app development, sensor integration, CAD optimization, and marketing to families and pediatric providers.

Financially, Year 1 will require **higher upfront costs** due to R&D, marketing spending, and infrastructure setup, with profitability not being the immediate goal. However, we are projected to **break even in our first year, with a profit of \$1,076,807** by the year's end. Additionally, success will be measured by customer growth, retention, brace performance data, and clinician adoption. By the end of this year, we aim to have a validated product, a stable production workflow, and a **growing base of repeat customers**.

In Year 2, we will **expand beyond the U.S. into Canada**, leveraging similar healthcare standards and organization structures. This year will also emphasize **forming partnerships** with hospitals, pediatric clinics, school systems, and government-supported healthcare programs. These institutional relationships will **increase credibility and reduce customer acquisition costs** through clinician-driven referrals.

Operational efficiencies gained from Year 1 will **reduce per-unit production costs**, improving margins. Revenue growth in year 2 will be driven by a combination of new customers, replacement braces, and increased adoption of brace-compatible shoes.

Year 3 will focus on **scaling operations** and **leveraging the data collected through sensors** and the app to differentiate **BrighterSteps** as a long-term care platform, not just a brace provider. Aggregated, anonymized gait and wear-time data will be used to improve brace design, support clinical research, and strengthen value propositions for insurers and healthcare systems. We will pursue **multi-year contracts** with hospitals, government programs, and pediatric care networks for predictable revenue. Year 3 will also include the exploration of **production automation**, with strong profitability and reinvestment into R&D.



b. Planned Growth & Financial Needs

BrighterSteps anticipates strong growth over its first three years. **Year 1 revenue is projected at \$3,792,552** as we establish our platform and onboard clinicians. Year 2 growth, driven by Canadian expansion and healthcare partnerships, is projected at **27% to \$4,816,541**. In Year 3, scaling operations, leveraging app data, and securing multi-year contracts are expected to **increase revenue by 52%, reaching \$7,321,142**. Growth will be supported through internal revenue from sales and strategic external investments to accelerate expansion and R&D. Beyond Year 3, **revenue growth will stabilize** as **BrighterSteps** focuses on customer retention and lifetime value.

Projected 3 Year Revenue Growth



c. Projected First Year Income Statement

Month	January	February	March	April	May	June	July	August	September	October	November	December	Total
Revenue													
First-Time Brace Set Sales	165,000	179,000	193,000	207,000	221,000	235,000	249,000	263,000	277,000	291,000	305,000	319,000	2,904,000
First-Time Shoe Set Sales	8,500	9,300	10,100	10,900	11,700	12,500	13,300	14,100	14,900	15,700	16,500	16,940	154,440
Replacement Brace Set Sales	0	0	0	0	0	0	0	0	155,000	170,000	182,000	189,980	696,980
Replacement Shoe Set Sales	0	0	0	0	0	0	0	0	8,200	9,000	9,800	10,152	37,152
Total Revenue	173,500	188,300	203,100	217,900	232,700	247,500	262,300	277,100	455,100	485,700	513,300	538,052	3,792,552
Cost of Goods Sold (COGS)	19,176	20,812	22,448	24,084	25,720	27,355	28,991	30,627	62,319	66,865	70,858	73,865	473,120
Gross Profit	154,324	167,488	180,652	193,816	206,980	220,145	233,309	246,473	392,781	418,835	442,442	462,187	3,319,432
Expenses													
Marketing	10,000	10,675	11,350	12,025	12,700	13,375	14,050	14,725	15,400	16,075	16,750	17,480	164,605
Human Resources	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	1,326,000
Outside Services	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	105,152
Utilities	3,821	3,680	3,765	3,862	3,871	3,729	3,810	4,120	4,225	4,123	2,390	2,390	43,785
Rent	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	292,500
Technology	108,320	12,335	9,450	6,670	3,720	5,485	6,240	4,590	11,410	9,925	10,760	3,045	191,950
Website and App Development/Maintenance	36,728	1,360	890	1,920	1,350	2,310	1,290	820	940	1,015	1,230	1,150	51,003
Office Supplies	7,940	820	715	740	650	745	895	660	790	725	740	730	16,150
Insurance	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	51,480
Total Expenses	314,737	176,798	174,098	173,145	170,219	173,572	174,213	172,843	180,693	179,791	179,797	172,722	2,242,625
Net Income	-160,413	-9,310	6,554	20,671	36,761	46,573	59,096	73,630	212,088	239,044	262,645	289,465	1,076,807

d. Projected First Year Cash Flow Statement

Month	January	February	March	April	May	June	July	August	September	October	November	December	Total
Cash at Start of Month	0	149,587	140,278	145,849	163,419	194,666.70	234,254	284,486	347,072	527,347	730,534	953,782	---
Collections from AR Accounts	173,500	188,300	203,100	217,900	232,700	247,500	262,300	277,100	455,100	485,700	513,300	536,052	3,792,552
Total Cash Available	173,500	337,887	343,378	363,749	396,119	442,166.70	496,554	561,586	802,172	1,013,047	1,243,834	1,489,834	---
Cash Paid Out													
Cost of Goods Sold (COGS)	19,176	20,812	22,448	24,084	25,720	27,355	28,991	30,627	62,319	66,865	70,858	73,865	473,120
Marketing	10,000	10,675	11,350	12,025	12,700	13,375	14,050	14,725	15,400	16,075	16,750	17,480	164,605
Human Resources	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	110,500	1,326,000
Outside Services	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	8,763	105,152
Utilities	3,821	3,680	3,765	3,862	3,871	3,729	3,810	4,120	4,225	4,123	2,390	2,390	43,785
Rent	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	24,375	292,500
Technology	108,320	12,335	9,450	6,670	3,720	5,485	6,240	4,590	11,410	9,925	10,760	3,045	191,950
Website and App Development/Maintenance	36,728	1,360	890	1,920	1,350	2,310	1,290	820	940	1,015	1,230	1,150	51,003
Office Supplies	7,940	820	715	740	650	745	895	660	790	725	740	730	16,150
Insurance	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	51,480
Cash Outflows	333,913	197,610	196,546	197,229	195,939	200,927	203,204	203,470	243,012	246,656	250,655	246,587	2,715,745
Financing Cash Flow													
Equity from Investors	310,000	---	---	---	---	---	---	---	---	---	---	---	310,000
Investor Dividends	0	0	983	3,101	5,514	6,986	8,864	11,045	31,813	35,857	39,397	43,420	186,980
Cash at End of Month	149,587	140,278	145,849	163,419	194,667	234,254.04	284,486	347,072	527,347	730,534	953,782	1,199,827	---
Ending Cash Balance	---	---	---	---	---	---	---	---	---	---	---	---	1,199,827

*Dividend Paid in January & February: \$0 (No profit in the business, so no dividend is distributed)

**Statements reflect earnings and cash flows prior to the deduction of taxes; all figures are pre-tax.

B. Proposed Plan To Meet Capital Needs

a. Internal and External Sources

BrighterSteps will meet its capital needs through a **combination of internal and external funding** sources. Internally, the company will **reinvest operating earnings** back into the business as needed to support growth, product refinement, and working capital needs. Externally, **BrighterSteps** is working to secure investment from an **angel investor** to fund initial expansion, manufacturing setup, and marketing efforts. This balanced funding approach reduces reliance on debt while maintaining financial flexibility.

b. Earnings & Long-term equity

We **prioritize long-term equity financing** over debt to support sustainable growth and reduce financial risk. Earnings generated from operations will be reinvested to improve margins, expand production, and scale distribution. The company does not rely on short-term or long-term borrowing in its early stages, allowing **cash flow to remain stable**. Long-term equity funding provides the capital necessary to scale without placing repayment pressure on early operations.

c. Return on Investment to Equity Funds

Our equity investors will provide **\$310,000 in exchange for 15%** ownership stake in **BrighterSteps**. Investors will receive returns through **dividend payments** funded by net profits once the company reaches its breakeven point. Dividend distributions are structured to balance investor returns with reinvestment needs to support continued growth. As the company scales, increasing profitability enhances long-term value for equity stakeholders. We project **\$186,980 paid in dividends** for our first year of operations.

Financial Mission

BrighterSteps aims to grow responsibly while putting children first by reinvesting profits to improve brace accessibility, comfort, and long-term outcomes while delivering sustainable returns to our investors.

X. Key Metrics

Metric	Formula	Description	Improvements
Brace Compliance Rate	$\frac{\text{Patients meeting prescribed daily wearing time}}{\text{Total active patients}} \times 100$	Brace compliance rate measures how consistently patients wear their braces as prescribed, directly reflecting treatment effectiveness.	- Adjust wear schedules based on early trends - Introduce caregiver alerts when wear time drops
First-Fit Success Rate	$\frac{\text{Braces requiring no refit within 60 days}}{\text{Total braces delivered}} \times 100$	First-fit success rate evaluates how accurately braces fit upon initial delivery, indicating the effectiveness of scanning, modeling, and manufacturing.	- Refine CAD tolerances using refit data - Introduce scan quality validation before production
Skin Irritation Incidence	$\frac{\text{Patients reporting skin irritation}}{\text{Total patients}} \times 100$	Skin irritation incidence measures how often patients experience discomfort during brace use due to abrasion, pressure, or moisture buildup.	- Modify liner materials in high-risk contact areas - Adjust ventilation and perforation patterns
Provider Repeat Referral Rate	$\frac{\text{Providers referring more than one patient}}{\text{Total referring providers}} \times 100$	This metric measures continued trust and business after an initial referral from our secondary market: pediatric healthcare providers .	- Share outcome summaries with providers - Reduce provider documentation burden
Scan-to-Delivery Time	$\frac{\text{Total days from scan submission to shipment}}{\text{Total orders}}$	This measurement tracks how quickly a brace moves from digital scan to patient delivery, supporting timely treatment during rapid pediatric growth.	- Streamline CAD-aided design and engineer review - Optimize production scheduling
Caregiver Satisfaction Score	$\frac{\text{Total satisfaction score}}{\text{Number of responses}}$	Caregiver satisfaction score measures how positively parents and guardians evaluate their experience with us and the support they receive.	- Improve onboarding clarity and guidance - Standardize post-delivery check-ins
Cost per Delivered Brace	$\frac{\text{Total production and fulfillment costs}}{\text{Total braces delivered}}$	This metric measures production efficiency and fulfillment, indicating how well BrighterSteps can scale while maintaining quality.	- Reduce material waste during printing - Lower remake rates through better scan validation

XI. Competitive Advantage

A. AI-Driven Custom Leg Modeling

BrighterSteps uses **proprietary AI to generate a leg model** and a preliminary brace design from each child's scan. Pediatric-trained biomedical engineers then revise the design to meet prescription and quality requirements, **streamlining our design process** without sacrificing quality. Competitors, however, rely on manual measurements or off-the-shelf options, which can limit accuracy.

B. Smart Sensor Integration

Our braces are **equipped with sensors** that monitor wear time, pressure, and moisture levels. This real-time data helps caregivers and clinicians address issues before they become problems. It also provides **objective insights** into how the brace is being used, which most competitors cannot offer.

C. Companion App Support

Data from the sensors is **integrated into the BrighterSteps app**, which provides personalized exercises, reminders, and progress reports. This **holistic support** keeps families engaged and confident in the treatment process. Competitors typically offer braces without ongoing guidance or interactive tools.

D. Modern, 3D-Printed Design

BrighterSteps braces are **redesigned for comfort, aesthetics, and promoting long-term use**. 3D-printing allows for precise, repeatable production, improving fit, durability, and weight. Unlike traditional handmade braces, our designs **combine function with style** so that children can wear their braces with confidence.

Competitive Analysis				Traditional Orthotics
AI preliminary design	✓	✗	✗	✗
Smart sensors	✓	✗	✗	✗
Companion app & tracking	✓	✗	✗	✗
Modern, 3D-printed precision	✓	✓	✗	✗
Lightweight materials	✓	✓	✓	✗
Rapid turnaround	✓	✗	✓	✓

XII. Conclusion

BrighterSteps is transforming pediatric orthotics with AI-driven brace design in CAD, smart sensor integration, app-based support, and modern 3D-printed braces. Our approach ensures a precise, comfortable, and growth-adaptable fit while giving families and clinicians real-time data to **optimize care and treatment outcomes**.

Our unique combination of technology and holistic support sets us apart from competitors. From automated design to continuous guidance through the app, **BrighterSteps** focuses on long-term outcomes rather than one-time interventions, ensuring children see **meaningful progress** and **families are empowered** to make informed decisions at every stage of their treatment.

We are seeking a **\$310,000 investment in exchange for 15% equity** to fund initial expansion, manufacturing setup, and marketing efforts. With this support, we can bring smarter, more accessible orthotic solutions to **every child in need**.

Choose BrighterSteps and help children take the first step toward brighter days.

\$310,000 for 15% equity



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XIV. Appendix

A. Sample Billboard & Newsletter

Billboards allow **BrighterSteps** to meet families **during daily routines**, building awareness of accessible pediatric orthotic care outside of clinical settings and reaching parents at moments when healthcare decisions often begin.

BrighterSteps newsletters offer **opt-in, bimonthly educational content** on exercises and pediatric wellness, allowing prospective families to sample the **BrighterSteps** approach while providing current customers with ongoing, in-depth support.

B. Sample Social Media Ads

We will engage parents and guardians of children ages 2-16, our primary target market, through **thoughtfully crafted posts** on Instagram, Facebook, and Twitter. Content will highlight key details about our company, pricing, and health guidance, while reels and stories will bring our products to life and create a dynamic, interactive experience. By **leveraging hashtags** such as #brightersteps, #footbrace, #AFO, #brighterdaysahead, and #accessiblecare, we can extend our reach, connect with our audience on a personal level, and grow our customer community online. Every post is designed not just to inform, but to **inspire confidence and brighten the steps of every child**.



brightersteps

Orthotic care that keeps kids moving comfortably, because brighter steps lead to brighter days ahead!

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Visit our Website
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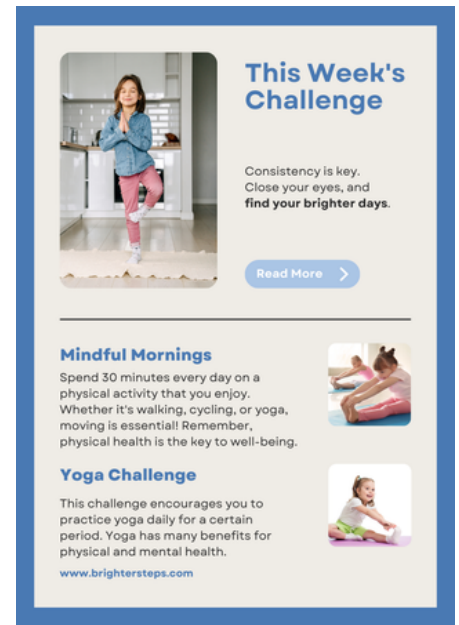


BRIGHTERSTEPS NEWSLETTER

April Issue | Vol. 23
XXXXXX

CHILD HEALTH & MOBILITY

Tips for improving foot and ankle strength at home



This Week's Challenge

Consistency is key. Close your eyes, and find your brighter days.

[Read More >](#)

Mindful Mornings

Spend 30 minutes every day on a physical activity that you enjoy. Whether it's walking, cycling, or yoga, moving is essential! Remember, physical health is the key to well-being.

Yoga Challenge

This challenge encourages you to practice yoga daily for a certain period. Yoga has many benefits for physical and mental health.

www.brightersteps.com



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- Custom Shoe Design
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HAPPY National Orthotics & Prosthetics Day

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from **brightersteps**

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