

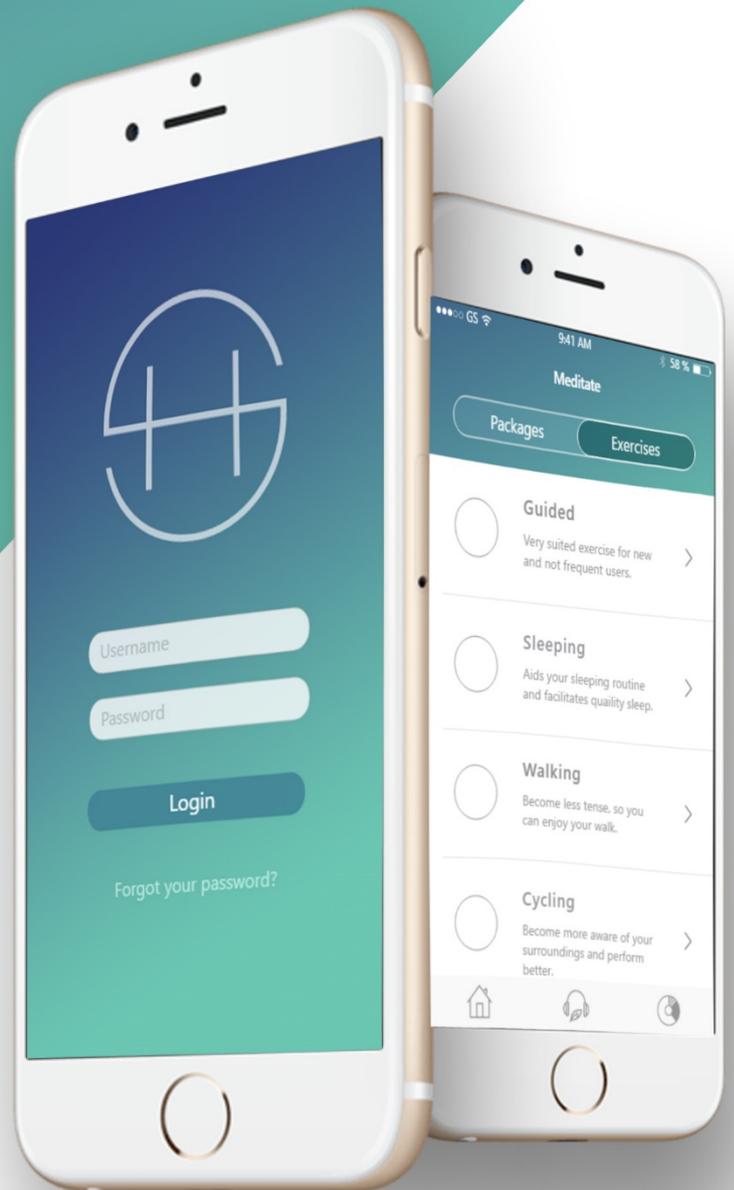


HEADSTRONG

Entrepreneurial Engineering Thesis

By

Travis James Mathers



Travis James Mathers

Entrepreneurial Engineering Thesis – Spring 2017

Study Number: 20151742

June 2, 2017

"The determination of the methods Performance Priming can be introduced and implemented into corporations in Denmark with the goal of increasing performance, reducing stress, and providing better life balance for its users"

Table of Contents

Abstract	4
Introduction	5
Founding Team	7
The Pain	10
The Solution	14
HeadstrongPro Product Introduction	19
Headstrong Service Introduction	23
Market & Strategy	24
Building the Company	32
Neas Energy A/S Eight-Week Meditation Trial & Results	36
3-Year Plan	58
Conclusion	62
Work Cited	64
Appendix	66

Abstract

Headstrong, a performance priming start-up from the Entrepreneurial Engineering program at Aalborg University, went through many big changes and made a lot of progress during the Spring 2017 semester. The semester started off very roughly with my former teammate, Nielsen nearly destroying the most valuable asset in Headstrong's arsenal, the Spinin collaboration between Headstrong and Neas Energy A/S. However, Headstrong persevered and ended up saving the collaboration and built momentum into the thesis semester. Unfortunately, it was not enough to keep an underperforming teammate on the team, so I made the decision to end my academic partnership with Nielsen.

Making that decision about a close friend was difficult, but it proved to be the right decision. However, I found myself at the beginning of my thesis semester with the work of two people scheduled for the entire semester with many different activities running the Neas Energy A/S eight-week meditation trial, maintaining relationships at Neas Energy A/S, working on this thesis paper, and growing the business. In the end, I completed all of the tasks and survived my first big encounter with adversity as an entrepreneur which led me into a new partnership late in the semester.

The problem formulation for my thesis was to "Explore ways Performance Priming can best be introduced and implemented into corporations in Denmark with the goal of increasing performance, reducing stress, and providing better life balance for its users." Performance priming can be defined as a mental exercise that combines the core concepts of meditation and the robust science of psychology used to get one's mind prepared for situations to increase the likelihood of a desired outcome such as increasing performance, reducing stress, or making transitions in life or throughout the day. (Banahaf, 2015)

The goal of Headstrong is to help top performers perform at an even higher level through the mental exercise of performance priming. In Tim Ferriss's book, Tools of Titans – "The tactics, routines, and habits of billionaires, icons, and world-class performers", Ferriss interviewed 161 top performers, and the number one habit they all had in common was that they practiced some type of meditation exercise daily. Headstrong's mission is bring these types of exercises to more people, but Headstrong takes a more scientific approach and moves away from the spiritual aspect associated with meditation. Headstrong's performance priming exercises are specifically targeted to improve problem areas people's lives, such as transitioning from work life to home life.

In order to test how mental exercises would be received in a corporate setting in Denmark, I set-up and performed an eight-week meditation trial at Neas Energy A/S. This was before the focus of Headstrong was on performance priming which did not occur until late April 2017. In this trial, a group of employees

volunteered to practice a 10-minute mindfulness meditation exercise for everyday for eight weeks. During this trial I measured many parameters such as mood, energy level, stress level, and quality of sleep to see if the practice of mindfulness meditation would improve these in the participants. Then I analyzed the results, and the data supported the hypothesis that practicing mindfulness meditation would improve these factors, but there were doubts that accompanied the results. However, the eight-week trial went well enough to secure further collaboration with Neas Energy A/S.

Introduction - 9th semester, Neas, etc. Intro to Headstrong; make target market explanation (motivations of buyers and end users) SHOW PRODUCT; Ferris – 80% mindfulness TOT

Headstrong started as a school project of a business to consumer mindfulness meditation application concept call Reflection in the Spring of 2016. After struggling to find a solid business case, Reflection transitioned into Corporate Mind, as we became a business to business mindfulness meditation company in the beginning of the Fall of 2016. The name Corporate Mind got a lot of negative feedback and become Headstrong in the late Fall semester of 2016. Very early in the spring semester of 2017, I split up with my partner, Nielsen, and worked along on this academic project for the rest of the semester. I made a new business partner, Johan Frederik Banzhaf, a sports performance psychologist at Aalborg University, in late April. I also had some intern for most of the semester who did some work to further the progress of Headstrong, which became a registered company after Nielsen and I parted ways. The history of Headstrong is illustrated in the timeline below. The interns worked on designing the technical aspects of the Headstrong application, call HeadstrongPro. Here is an example:



Headstrong is targeting highly competitive clients who put a high value on employee well-being and retention. These clients like to improve themselves, and will try different things to give them the edge.

However, before I go into depth about my company, I would first like to introduce you to the team creating it.

Headstrong Timeline					
Time	8 th Semester Entrepreneurial Engineering – Spring 2016	9 th Semester Entrepreneurial Engineering – Fall 2016	10 th Semester (Thesis) Entrepreneurial Engineering – Spring 2017		
Focus	Reflection Project – B2C Mindfulness Meditation Application	Project name changes from Reflection to Corporate Mind and then Headstrong as the focus changes to B2B	Project Headstrong	Headstrong becomes a registered company	Headstrong the business
Team	Mathers & Nielsen are partners on Entrepreneurial Engineering semester projects		Mathers/Nielsen partnership dissolves Mathers works alone		Mathers & Banzhaf become business partners
Collaborations			Mathers recruits a team of interns		
			Headstrong, Spinin, & Neas Energy A/S		Neas Energy A/S
			8-Week Trial at Neas Energy A/S		
			Headstrong & The Aalborg University Incubator		
Product	B2C Meditation Application	B2B Meditation & Data Tracking Application			B2B Performance Priming & Data Tracking Application
Service					B2B Performance Priming Workshop & Coaching Consultancy

Founding Team

I will begin by introducing Headstrong's founding team, a partnership between Travis James Mathers and Johan Frederik Banzhaf. I, Travis James Mathers, am the Chief Executive Officer and Director of Business Development. Johan Frederik Banzhaf is the Chief Science Officer and Director of Product Development. We introduce ourselves to clients as our director roles instead of using our c-suit roles. We do this to avoid "seeming" like a start-up company to clients. (Tim Ferris, The 4 Hour Work Week)

Having a solid founding team is the most important aspect of a start-up. A start-up's founding team should have varying personality types and include people who naturally fall into different roles.

Banzhaf's role in Headstrong is to script the performance priming exercises for the application, organize and lead consultancy jobs, take part in strategic business planning, and use his network to achieve Headstrong goals.

Banzhaf has a Master's degree in Sports Performance Psychology. He is a professor at Aalborg University. He used to own his own company called Culture Lead, where he worked in performance coaching with companies and athletes.

He has a passion for developing the mind. He believes that by training the mind, we can unlock untapped potential for success, creativity, problem solving, and quality of life. He is very entrepreneurial minded as he has already run his own company in the past, and shares a dream of geographical and financial independence. He is also the author of the book "Performance Priming: How Science Validates a Culture of Engagement as the Ultimate Business Advantage".

My (Mathers) role in Headstrong is to manage intern team and recruit new team members, communicate with our collaboration partner, Neas Energy A/S, strategic business planning, organizing and leading meetings with clients, and manage the application production process.

I have a bachelor's degree in Biology with an emphasis in cell and molecular biology and Human Biology with an emphasis in health sciences. I also have a minor in chemistry. Of course, I am now at the end of my studies for my master's degree in Entrepreneurial Engineering.

I consider myself to be a natural leader as that is the role I have assumed in group projects, athletics, and my career. I have been voted team captain on several athletic teams throughout my life, including the University of Wisconsin-Green Bay Men's Swimming and Diving team; this is a division 1 collegiate team which is the highest level of athletics one can achieve without going to a professional program. My swimming career has also developed my natural drive, competitive attitude, and will to win.

I had a career in chemistry for 4.5 years before beginning the Entrepreneurial Engineering program and Aalborg University. I worked for one year as a chemistry laboratory technician and then three and a half years as the Chemistry Department Supervisor for Pioneer Metal Finishing, LLC. My supervisor role sparked my interest in business as my job description included: managing five laboratory technicians, managing a budget of 250,000 USD per month, managing a large inventory of chemicals and equipment, and attending and leading meetings with executive level employees.

I also spent my last two years at Pioneer Metal Finishing, LLC working in an additional role as a continuous improvement coordinator. In that role, I lead one-week workshops to improve our facility about once every other month with groups of about 10 people. This role taught me a lot about organization, efficiency, team work, and being open minded to new ideas and change.

Chief Technical Officer

We are currently looking for a Chief Technology Officer (CTO) to join our founding team. Our team of interns are temporarily filling this void, but we need someone who is committed to our company and can manage front end programming and run back end programming. Our goal is to fill this role by September.

Reflection

It has been a complete game changer to work with Banzhaf as a new partner. He has a lot of work experience in his field, he is very motivated, and he pushes me to my highest level. Ending my former partnership was difficult, but I can now see the payoff of that difficult decision. I am getting my own life experience to validate, in my own mind, that having a solid team is the most important aspect of creating a start-up.



Banzhaf, some of the interns, and I working together at StartUp Weekend Aalborg in February 2017

Intern Team Members

Besides our founding team, we have also been working with 10 interns this semester. There are five students studying IT and Program Development at UCN, two students studying Multimedia Design at UCN, two students studying Design Branding & Marketing, and one recent graduate of the UCN IT program. The organizational structure, except for one intern, of this semester is shown in figure 1 below.

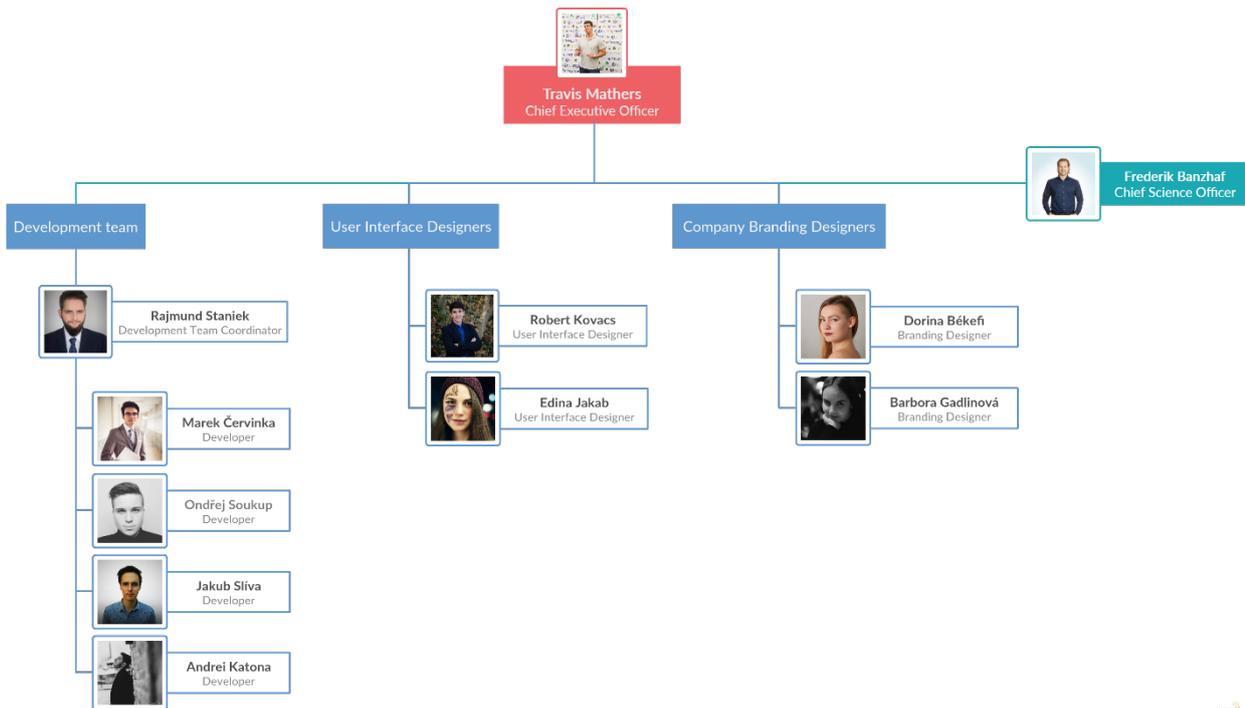


Figure 1: Headstrong's organizational chart – Spring 2017

The Development Team programmed the desktop application, the User Interface Designers designed the look, flow, and feel for the application, and the Branding Designers created the Headstrong logo and color scheme. I had an agreement with each of the three groups that they could use my company for their semester project and I get to keep and own what they create as a result. Everyone felt this was a win-win solution and performed very well.

The tenth intern, Alisa, is not shown in the figure above. She is the recent graduate of the UCN IT program. She has been functioning as an executive assistant, by helping Banzhaf and I with ad hoc tasks such as market research and data input.

Reflections

It was fantastic to have so many interns. I managed them through semi-frequent meetings, but giving them a high level of autonomy. I wanted them to have ownership in all the work they did, without my micromanagement. They performed very well this way.

The most exciting part of having interns this semester was how inspired they were when I would explain Headstrong, and the mission, vision, and values of my company. They all had a lot of enthusiasm for their projects with Headstrong, and eight out of the ten interns want to continue their work over the summer and hope to continue it for future semesters as well. This, in turn, really inspired me that Headstrong's vision could have such a positive effect on its first employees. That is exactly what I want.

The Pain

While stress can be a good thing in certain situations, stress illnesses are still a major problem around the world today, and the country of Denmark is no exception. Stress and stress illnesses affect the individual lives of Danish people in many ways, but in this section, I will focus mostly on how stress is affecting Danish companies.

Stress was responsible for 11.5 million additional sick days taken by Danish workers in 2015. That is 35,000 Danish workers who are calling in sick to work every day due to stress. (Stressforeningen.dk, 2015) Not only does stress have a negative impact on these workers' personal lives, but these 11.5 million stress-related sick days in 2015 cost Danish companies 27 billion DKK in productivity loss. (Stressforeningen.dk, 2015)

Anxiety, often a result of stress, cost Danish companies another 8.7 billion DKK in productivity loss in 2015. (Sygdomsbyrden i Danmark, Sundhedsstyrelsen, 2015) In fact, one out of five Danes will be diagnosed with anxiety at some point in their lives. (Sygdomsbyrden i Danmark, Sundhedsstyrelsen, 2015) These statistics are only getting more severe. By 2020, stress and depression are predicted to be the most significant disorders in Denmark. (Sygdomsbyrden i Danmark, Sundhedsstyrelsen, 2015)

So, these are some huge numbers about how all the companies in Denmark are affected on a whole, but what does stress look like in an individual company? According to a study done with Danfoss by Psychologist Kurt Koerner, when an employee goes down with stress it is very costly for the company. Koerner found that to replace an uneducated worker who went down with stress, it cost the company 300,000 DKK, while an educated employee cost 500,000 DKK to replace and an executive level employee cost a massive 4,000,000 DKK to replace.

Types of stress

Stress has been causing problems in people for decades, but it is only in recent years that stress is being recognized for its role in the deteriorating health of people today. Stress can be categorized in three ways: Cataclysmic events, personal stressors, and daily hassles. (Carroll, 1992)

Cataclysmic events are events such as earthquakes, hurricanes, wild fires, and tsunamis. These cataclysmic events are powerful in their effect and greatly challenge the people involved. There are two very interesting traits that these events have: They are short lived as the events do not last long, they are far and few in-between and they affect entire communities. People often do not protract the stress of these events as communities rally together to support one another in these circumstances. (Carroll, 1992)

Personal Stressors, sometimes referred to as “negative life events”, are events such as the death of a loved one, divorce, or losing one’s job. Like cataclysmic events, personal stressors bring about powerful challenges to the person involved. However, unlike cataclysmic events, personal stressor affect very few people at any given time, and even though everyone experiences personal stressors, people feel very alone or unsupported during these times. This increases the negative effect of the stressor. In fact, there is substantial evidence that negative life events are associated with physical illness. (Carroll, 1992)

Daily hassles, sometimes referred to as “background stressors”, are sources of stress that, individually, seem quite small. However, even though daily hassles are less powerful on their own, they are omnipresent. What they lack in power, they make up for in terms of frequency and persistence. So while cataclysmic events and personal stressors are acute forms of stress, daily hassles are chronic forms of stress and that is why they are so damaging. (Carroll, 1992) This is the type of stress Headstrong is focused on reducing.

In addition, daily hassles are perceived to be experienced alone even though almost everyone experiences this form of stress. Individuals usually perceive themselves as the victim in these situations, and believe that it is only happening to them. This reduces the likelihood of social support as well which is a great buffer against stress. (Carroll, 1992) Headstrong is also working to help people change their mindset and outlook on these issues so they realize how small and easy to deal with these situations usually are.

“One common source of daily hassles is the work environment. A large body of research now attest to the pervasiveness of work stress and its impact on health.” (Carroll, 1992) This is one of the reasons that we took a business to business approach in Headstrong. We want to give compnaies the opportunity to be a part of the solution.

As stress builds in one’s life, it will have many different negative consequences on the body and mind. One of the most costly is that it affect one’s ability to and quality of sleep. (American Psychological Association,

2017) This puts people in danger of entering the stress-sleep cycle, meaning stress makes it harder to sleep and lack of sleep causes stress levels to rise. This can become a trap unless stress-reducing action is taken. This is illustrated in the figure 2 below.

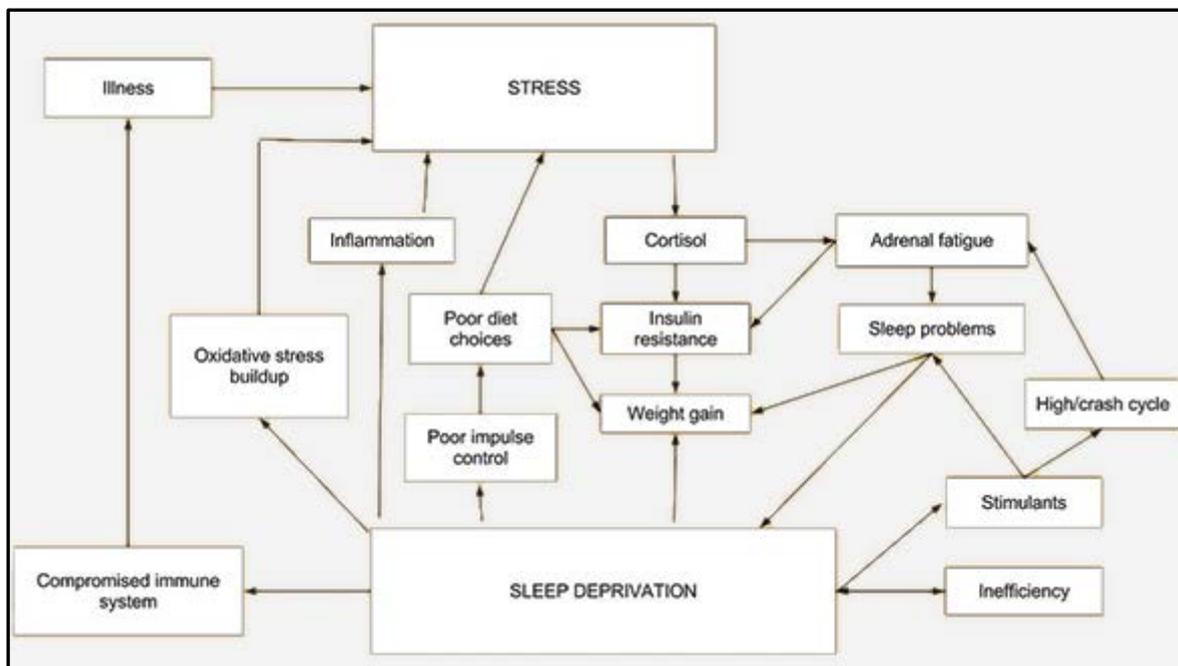


FIGURE 2: Sleep/Stress Cycle ("Paleo Living And The Sleep-Stress Cycle | Paleo Leap." 2017)

This figure illustrates the different risk factors when one becomes too stressed or sleep deprived. The message is not that if one becomes a stressed or does not sleep enough that all of these things are guaranteed to happen, but rather, if someone is experiencing high levels of stress, they are at a higher risk for these consequences than someone who is not as stressed. Everyone is different and people can react to both stress and sleep deprivation in different ways. However, extreme stress or extreme sleep deprivation will almost certainly result in many of these consequences.

It is vitally important to manage one's stress level in order to get the best quality of sleep at night, and it is also important to get enough, quality sleep in order to manage one's stress. However, stress is not the only variable that is keeping people awake at night.

Blue Light

"Until the advent of artificial lighting, the sun was the major source of lighting, and people spent their evenings in (relative) darkness. Now, in much of the world, evenings are illuminated by smartphones."

(Harvard Health, 2017) “At night, light throws the body's biological clock, the circadian rhythm, out of whack and sleep suffers. Even worse, research shows that it *may* contribute to the causation of cancer, diabetes, heart disease, and obesity.” (Harvard Health, 2017)

Light is an essential source of brain stimulation during the day. The different color spectrum wavelengths that make up light also stimulate the brain in a different way. The focus here, will be on the blue wavelengths of light. The spectrum of blue light

“Blue wavelengths—which are beneficial during daylight hours because they boost attention, reaction times, and mood—seem to be the most disruptive at night. And the proliferation of electronics with screens, as well as energy-efficient lighting, is increasing our exposure to blue wavelengths, especially after sundown.” (Harvard Health, 2017)

“While light of any kind can suppress the secretion of melatonin, the neurotransmitter for falling asleep, blue light at night does so more powerfully. Harvard researchers and their colleagues conducted an experiment comparing the effects of 6.5 hours of exposure to blue light to exposure to green light of comparable brightness. The blue light suppressed melatonin for about twice as long as the green light and shifted circadian rhythms by twice as much (3 hours vs. 1.5 hours).” (Harvard Health, 2017)

The use of electronics is only increasing. I do not have the answer for getting people to use their phones, computers, or televisions less at night. There are blue light filters available for some devices which helps, but if people’s brains are overstimulated when it is time to go to sleep at night, Headstrong’s performance priming exercise for sleep will assist the user in both relaxing and lowering their brain wave patterns from high energy beta waves to lower energy theta waves that will allow the user to transition into sleep much more quickly and easily.

HR Data

Another pain that we discovered sort of accidentally is the pain HR managers encounter when they want to launch initiatives towards employee wellness. Rikke Alkert, HR manager for Neas Energy A/S, told me during a meeting that it is often difficult to get initiatives approved due to lack of hard data.

The story of how this pain came into focus started while I was thinking about the Reflection aspect of the “future Headstrong application”. I realized that while the end users are answering the Reflection questions in order to gain wellness benefits for themselves, we could save the data they were generating and provide feedback to the company for whom the employee works. When we presented idea to Neas Energy A/S at

the very beginning of our Spinin collaboration in November 2017, they absolutely loved it. So, now we are solving this second pain for HR managers without having to change our concept.

The Solution/Cure

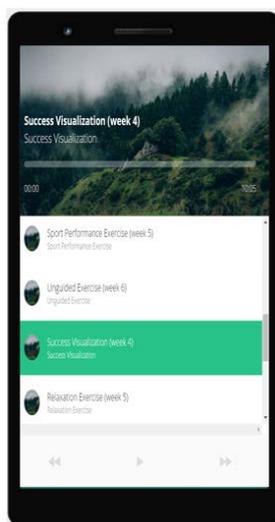
Our solution to addressing the stress problem facing Danish, European, and American companies is our original concept of “Performance Priming”. Performance priming is a mental exercise that combines the core concepts of meditation and the robust science of psychology used to get one’s mind prepared for situations to increase the likelihood of a desired outcome such as increasing performance, reducing stress, or making transitions in life or throughout the day. (Banzhaf, 2015)

For example, if someone had a fear of public speaking, but their manager gave them the task of making an important presentation in front of twenty top executives at the company, they could use Headstrong’s performance priming to go through a visualization exercise of themselves giving an amazing presentation while not feeling nervous. Then, on the day of the presentation, there is a greater chance of the presentation going well and the employee being less nervous, than if they had not prepared in this way.

Another example is using Headstrong’s performance priming to transition their mind from work life to home life. This way the user can arrive home without being consumed with work thoughts and stress, and will allow them to be a more present husband/wife/father/mother, etc., than if they brought their work stress home with them. Headstrong’s performance priming exercises can extend to almost every situation or mindset goal of the user. Some examples include, getting in a productive and positive mindset on Monday morning, switching “hats” at work when needed, falling asleep at night, general relaxation, increased focus/concentration, and many more.

Headstrong can currently provide its performance priming solutions in two ways: the HeadstrongPro mobile application and the Headstrong consultancy services. These are both sold as business to business products and services.

HeadstrongPro is a mobile application with performance priming audio and video files to lead its users through the performance priming exercises. It also includes daily reflection exercises about general mood, energy level, and stress level, which generates data for the user to track their own progress, and for the HR department to track company and department averages. Administrators are never able to see individual employee results. Finally it includes a gamified achievement system to generate interest and motivation in using the application. HeadstrongPro is the digital and more scalable version of providing performance priming to our clients and is elaborated on further in the Headstrong Product Introduction section.



The Headstrong consultancy services are a very new development. Banzhaf and I had not considered performing consultancy services until Neas Energy A/S showed unsolicited interest in the idea. We have since been creating a service that combines psychological, physiological, and sociological solutions to boost companies' performance, reduce stress in employees, and create a more productive working culture. This service is further elaborated in the Headstrong Service Introduction section.

Reflection on the Solution

Most companies care deeply about the well-being of their employees. They are constantly trying to introduce programs and solutions to reduce stress, increase productivity, and increase employee happiness and satisfaction. However, they have a difficult time finding something for everyone or something so simple and effective that most people are willing to try it. Headstrong is here to support these companies and give them the solution they have been waiting for, but how is performance priming a solution for so many different types of people with different problems and dreams?

We have taken the valuable and timeless core of meditation and finally applied it to people's lives today using science. Performance priming focuses on each individual's mind and gives them the ability to unlock their own potential in whichever direction they choose.

Since Headstrong gives its users the power to unlock their own mind, gives them tools to get more out of their day, life, performance, and fortify their mind against the effects of stress, each person will have a unique experience. Therefore, it can apply to anyone willing to use it. It allows each user to focus on the thing that is most important in their life whether it is in their professional or personal life, or if they desire to increase their performance, reduce their stress level, or increase the quality of the time they spend with their families. While most meditation programs take weeks to feel the effects, our solution will work on day one if the user is truly open to priming their brain's performance. Headstrong helps its users prime themselves with a purpose, and focus where they need to focus to maximize their life experiences.

People are often told in sports, life challenges, when facing fears, while taking leaps of faith, and during tough times in their lives that the solution is all mental, and if they can be mentally tough then they can succeed. However, people often lack the proper instruction on how to be mentally tough and what that actually means. Well Headstrong is their mental gym, and will prepare them to not only handle life when it gives them a tough situation, but to also enjoy all of life's simple and amazing moments to the fullest.

The Benefits of Performance Priming

The illustration below represents the many ways mental training, in this case meditation, can improve one's life. Performance priming preserves the core of meditation in order to give these same benefits. This illustration is a nice way to get the full picture of what performance priming can do for its users.



Figure 3: The benefits of mental training (McCandless, 2017)

Mental Training as a Solution to Stress

I would now like to introduce some evidence that mental training is a solid solution to today's corporate stress problem. "Several studies confirm that mindfulness can act as an effective antidote to stress, calming the body down into a more productive state, with one even showing a shrinkage in the size of grey matter in the amygdala." (Hölzel et al, 2010) The amygdala produces the "fight, flight, or freeze" response in our bodies; a reduced amygdala means a reduced stress response. This is a good thing because first world humans today very seldom require this response. We often experience this "fight, flight, or freeze" response in very non-life-threatening circumstances resulting in unnecessarily high stress levels.

Almost the same group of researchers as in the paragraph above conducted more research on mental training and this time, measured increased performance. "In a related study, by some of the same researchers, novice meditators after the same [meditation] course showed positive changes in the parts of the brain associated with learning, memory processes, emotion regulation, self-awareness and perspective taking." (Hölzel et al, 2011) These are all skills that can increase the performance of employees, making mental training a desirable solution to corporations.

Another study shows that mindfulness meditation can lower the level of the stress hormone cortisol. (Tang et al, 2008) This is more hard, empirical data that mental training works to reduce stress levels. This is good for both the user's mental and physical health. Cortisol contributes to weight gain and other physical problems as well as the mind feeling stressed.

Mindfulness appears to help individuals manage their emotions more effectively so that negative mind states pass quicker and have less of an impact. It is important to note that mindfulness does not eradicate moods, rather, it gives people tools to deal with them better; a key component of mindfulness is the process of actually experiencing emotions in their entirety. (Bashford, Suzy 2012) This theory is backed by research among primary care physicians, a group at high risk of burnout, who showed sustained improvements in wellbeing following a mindfulness program. After training, these physicians were also shown to be more empathetic with, and caring of, their patients. (Krasner et al, 2009) Protecting employees from burnout and protecting companies from higher turn-over rates adds even more value to Headstrong.

Headstrong is not trying to eliminate stress, but stress illnesses. Mental training or performance priming does not make stress disappear, it gives the brain protective armor against stress, so a stress illness does not result from a stressful lifestyle. Experiencing emotions is an important part of mental training, and that is the main purpose of Headstrong's daily Reflection Exercises. The daily Reflection exercises ask the users questions about their state of mind, and "forces" the user to face how they are feeling.

"Indeed, increased levels of self-compassion and compassion towards others are outcomes that many research studies have picked up on [as a result of mental training]. These may not initially sound like traits useful to the cut-throat business environment; however, there is growing pressure on corporations to act in a socially responsible way, with this proving a source of competitive advantage for some." (Bashford, Suzy 2012) This statement also helps to validate the target market Headstrong is aiming for with our solution, which is discussed at length later in this paper.

HEADSTRONGPRO PRODUCT INTRODUCTION

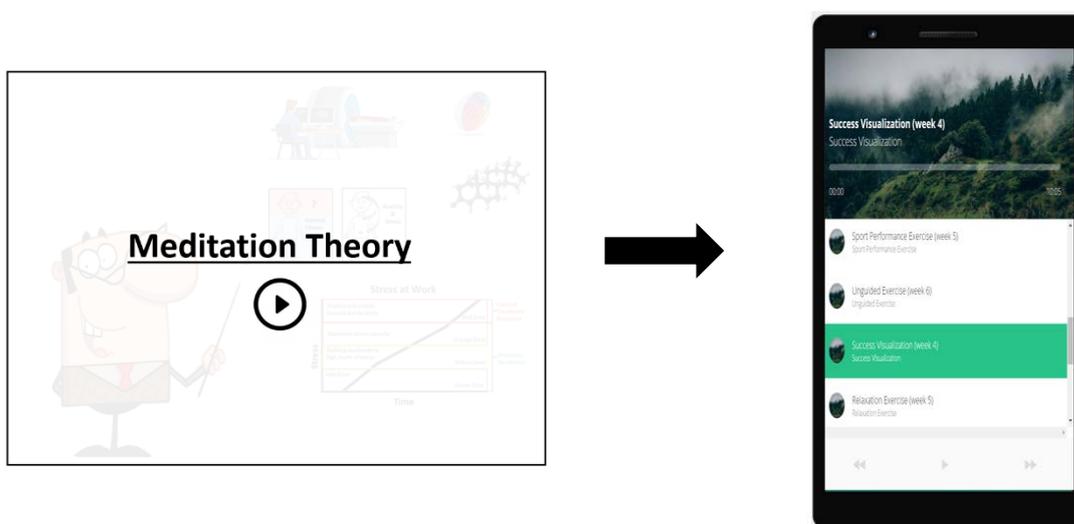
Introduction

As mentioned above, performance priming is defined as a mental exercise that combines the core concepts of meditation and the robust science of psychology used to get one's mind prepared for situations to increase the likelihood of a desired outcome, such as increasing performance, reducing stress, or making transitions in life or throughout the day.

When providing brain training exercises to people such as meditation or performance priming, there are four aspects that will result in an enhanced positive effect: Educating the users on the background theory, providing quality exercises, guiding the users in a reflection of their emotions and experience, and making the experience social so users can provide each other with support. (Vestergaard, 2016) We have created a product, the Headstrong application called HeadstrongPro, to provide our unique performance priming exercises to high performing companies. We will sell this application on a monthly subscription basis per employee. The pricing model is further elaborated in the financials section of this report later. Next, I will show you how we will deliver on these four aspects in the HeadstrongPro application.

Background Theory

HeadstrongPro will provide 1 ½ minute video sketches teaching the theory behind performance priming to increase the internal motivation of the users. It will teach users: The personal and professional benefits they can gain through performance priming, how to approach performance priming, and how performance priming affects their minds to improve their lives.



Performance Priming Exercises

HeadstrongPro will provide 10-minute performance priming exercises in the form of audio files. The user simply needs to select an exercise and follow along with the audio track. The exercises are created to fit into modern Danish/Western culture. They are practical everyday working and living situation. They are not “spiritual” exercises. The exercises will include:

- Single performance priming exercises to use in specific situations such as getting into a productive and positive mood on Monday mornings and transitioning from work life to home life.

- 7-day “packs” of performance priming exercises so the week will have a theme such as motivation, focus, or relaxation.



Reflection Exercises

HeadstrongPro will provide a self-evaluation system to help the user reflect on how they feel to increase the positive effects of performance priming. Once per day, a screen will appear, and the user clicks the answers for the day. The user will have the option to open the Reflection Exercise manually as many times per day as they desire if they wish to evaluate themselves more than once per day. The user will then be able to track their progress as they use the application.

This will also generate valuable management data for the company. Administrators will be able to see the company and department averages in real time. They will not be able to see individual answers, but they will get a good sense of how the employees are feeling. This greatly increases the value of our product.



Achievements & Groups

HeadstrongPro will provide achievements when users reach different milestones as another way to motivate the users and give them a sense of achievement as they commit to performing the exercises on a regular basis. Milestones will include reaching designated “run streaks” or days in a row completing a performance priming exercise (for example: 5, 10, 15, and 20 days in a row), finishing different 1-week programs, finishing different single exercises, achieving a personal high score, and many more.

Performance priming trains the brain to make it stronger and more resilient. However, unlike training muscles, it is not as easy to see progress of this training. Therefore, this is another way to show the users how much they have accomplished.

The users will also be able to create groups within the company to motivate each other to use HeadstrongPro to keep improving themselves. This will make using the application more social if the user wants it to be so.

1 point		Daily Log-in	2 points		Daily Reflection	15 points		Level Up
10 points		Perfect Week	20 points		Perfect Week	25 points		New Longest Streak Record
50 points		Perfect Month	100 points		Perfect Month	150 points		Company High Score
20 points		Complete Intro Program						
25 points		Complete Destress Program						



HEADSTRONG SEVICE INTRODUCTION

Introduction

In addition to offering our HeadstrongPro application, we also offer consultancy services. Our performance priming consultancy service includes an extremely unique combination of physiological, psychological, and sociological approaches to increase performance, decrease stress, implement strong leadership and team dynamics, and implement new positive behaviors into corporate cultures. The figures below show the services Headstrong can perform for its clients. The pricing model is based on a price per day basis and is further elaborated in the financials section of this report later.

Element		Purpose	Outcome
Workshop 1 Priming intro (open invitation)		<ul style="list-style-type: none"> • Introduce Performance Priming as a concept • Introduce the foundations of a high achiever-mindset • Connect performance level with physiologic, psychologic and sociologic factors • Illustrate the connection to personal leadership and personal development 	<ul style="list-style-type: none"> • Generate personal interest for participation among employees
Cornerstones in program for interns	Psychology	<ul style="list-style-type: none"> • Create the foundation for utilising psychology strategically • <i>"Making personal leadership tangible"</i> 	Increased <ul style="list-style-type: none"> • courage • integrity • response flexibility • sense of purpose
	Neurophysiology	<ul style="list-style-type: none"> • Create the foundation for utilising neurophysiology strategically • <i>"Providing the key to a well-oiled engine"</i> 	Increased <ul style="list-style-type: none"> • focus • energy • creativity
	Neurofeedback	<ul style="list-style-type: none"> • Recognise and recreate optimum psychological states and biochemistry • <i>"Master your nervous system"</i> 	<ul style="list-style-type: none"> • Enhance effect of all other elements
1-1 coaching & mentoring (interns)		<ul style="list-style-type: none"> • Accommodate individual needs • Support in relation to utilising workshop-content 	<ul style="list-style-type: none"> • Accelerate and consolidate development in general (both internship and priming-program) • Make better decisions

Figure 4: Consultancy model for performance priming workshops

Råskitse for 6 måneders koncepter

Element	Fordele	Udbytte (for deltagere og/eller Neas)	BasisPriming	ElitePriming
Træning i præstationspsykologi	<ul style="list-style-type: none"> Forstå & anvend videnskaben bag menneskelig præstation Sammenhængen mellem succes og fysiologiske, psykologiske og sociologiske faktorer 	<ul style="list-style-type: none"> Kultiver et <i>high achiever</i> mindset Simplificer det personlige lederskab 		
Mentaltræning	<ul style="list-style-type: none"> Hold fokus på det relevante Styrk koncentrationsevnen Øg kreativitetsniveauet Naviger i pressede situationer Find modet til det dristige valg 	<ul style="list-style-type: none"> Træf bedre beslutninger Undgå burnout 		
1-1 coaching & mentoring	<ul style="list-style-type: none"> Individuel støtte Udgangspunkt i den enkeltes situation 	<ul style="list-style-type: none"> Accellerer og konsolider udvikling generelt (både ift internship- og primingforløb) 		
Træning i neurofeedback	<ul style="list-style-type: none"> Genkend og genskab optimale psykologiske stadier og biokemisk tilstand Underbevidstheden som allieret 	<ul style="list-style-type: none"> Forstærk effekt af mentaltræning 		
Træning i kulturel ledelse	<ul style="list-style-type: none"> Udvikling af kulturelle bannere/lejtnerer Bevidsthed om egen rolle som kulturel rollemodel 	<ul style="list-style-type: none"> Udvikle & konsolidere organisationskultur Langsigtet/ bæredygtig præstationsoptimering 		
Unikt koncept i spændingsfelt mellem a) præstations-, team- og ledelsespsykologi, og b) fysiologi, psykologi og sociologi	<ul style="list-style-type: none"> Helstøbt fundament for personlig udvikling Afsæt i indledende studie af Neas' som kontekst 	<ul style="list-style-type: none"> Co-eksistens af trivsel og <i>high performance</i> Styrket attraktionskraft i kampen om talenter 		

Figure 5: Consultancy model for performance priming workshops

This is the newest addition to the Headstrong arsenal for revenue streams. Banzhaf has a lot of experience working as a consultant in this field, and even owned his own consultancy company. Since the consultancy aspect of Headstrong is so new, we have not perfected the programs we can provide our clients, but the two figures above are a good start. So, now that I have shown the products and services that Headstrong can provide, I would like to discuss Headstrong's market.

MARKET & STRATEGY

Introduction

Banzhaf and I utilized the services of marketing consultant Julie Midtgaard Jensen to help us define our target market and create a marketing strategy. It was a good experience to work with someone specialized in marketing to guide us through the process. We are going through a process, so some of the information has been left blank until our next meeting with Jensen. The following is a result of our meeting.

Target Group

Headstrong has two different target groups. We classify them as *Buyers* and *End Users*.

Buyers: Buyers are the buying centers within the companies with the power to buy Headstrong services. The companies in question have an interest in Corporate Social Responsibility and they are very competitive within their industry, concerned about keeping their employees performing and thriving. The Buyers will most often be managers or leaders. Headstrong's Buyers are not the conventional type of leader or customer, but someone who really wants to make a difference. They have an honest interest in boosting performance on creative levels and will turn every stone in order to maximize efficiency.

End Users: The End Users are individuals in top positions. They are highly educated and highly specialized. They have already been selected for a sophisticated role at work, and want to utilize Headstrong in order to fine-tune their performance. On a more personal level, they can be found in the top of Maslow's Hierarchy of Needs, searching for self-actualization. They are concerned with the balance between work, family, sports and other aspects of life. In order to do more than the ordinary, they will invest their own resources.

Our social media and marketing strategy, explained further below, will primarily target Buyers and secondarily the End Users. This will be evident in the content we share across different platforms. We will persist in this way due to the ambitious, innovative, and forward thinking nature of the target Buyers. We want our posts to get the attention of a leader who would be motivated to implement, or at least experiment with Headstrong in their organization.

During 2017 and 2018, as Headstrong enters the market, we will narrow down our target group even further. Due to our existing collaboration with Neas Energy A/S, Headstrong will target companies within this industry. Initially we will introduce our products to Energy Trading Companies in Northern Jutland. The advantage of the Energy trading business is that it is relatively new to the market, and thus top energy trade workers are being pulled back and forth between companies, competing for the best positions. This will give Neas Energy A/S the ability to offer its employees an extra benefit, Headstrong, to help improve their performance at work and at home, protect them from the effects of stress, and show their employees that they are willing to do something new and innovative to take care of them and show appreciation for their elite work.

From 2019 and beyond Headstrong wants to expand to international markets. This can be done partially by expanding through international companies in Denmark, but also by specifically going for the American market. We would like to aim for companies that fit our target market who also have branches of their companies in the United States. Then, after we make a difference in their Danish branch, we will offer the

same products and services to their American branches. This will give us some companies to ease our transition into the American market. LEGO A/S and Siemens A/S are two examples of such companies.

Marketing Strategy

Purpose

The purpose of our initial marketing strategy is to create an identity for Headstrong, a culture for performance priming, and to attract attention from high-profile clients.

Resources

Initially, our budget does not allow for a costly marketing strategy. Our resources will consist of the work hours we can invest ourselves and the work hours of our interns. We are planning to employ interns to run our online platforms as described in the section below.

Channels

Today, the professionalism of a company is often judged by their presence online. We aim for a broad presence across channels. Facebook will be our main marketing platform, whereas the other channels will be secondary, stationary and somewhat comparable to online business cards.

Facebook: Facebook will be our main platform for marketing towards potential clients. We will update it weekly and the content will vary between:

- Direct marketing for Headstrong
 - Behind the scenes activities
 - New products
 - Samples
 - Live videos
 - Cases from companies using Headstrong services
- Sharing other relevant content
 - New research
 - Articles
 - Inputs on work/life balance

Website: [Describe the purpose.]

YouTube: [Describe the type of videos I wish to share with my followers and how often I wish to update my YouTube channels].

LinkedIn: Headstrong will be present on LinkedIn, primarily with static information about what we do and how to contact us. We will also share articles showing the benefits of integrating meditation into corporations.

Networking: We will utilize our personal and professional network in order to reach our target group. It is a priority to participate in entrepreneurial and performance priming related events thus meeting investors and potential clients. [Insert examples – the hockey event]

Message

Values: Our four company values are integrity, courage, adventure and excellence. All online content must match these.

Connotations: In our effort to create an identity, we will utilize tags and hashtags on social media to create the desired connotations for Headstrong. E.g. Performance Priming, [insert more tags].

Language: Our content will be posted in English, as a lot of the companies we are targeting in Northern Jutland have international perspectives and employees and use English as their working language. Also, this will make it easier for us to expand to international markets later on.

Specific guidelines: As we are depending on interns to run our social media on a daily basis, it is crucial to have a set of guidelines that clearly communicates the message we wish to send, as the interns will have a lot of control regarding how we are perceived online. We have included a draft for the guidelines in the appendix.

Sender

Overall: Most of our Marketing will be promoted from official Headstrong platforms, with Headstrong as the official sender. It is important for us to establish a name for ourselves and to make sure our brand is associated with carefully chosen values and content.

YouTube: As we believe that our personal brand can add value to the company brand, we will upload videos to our private YouTube accounts for Johan Frederik Banzhaf and Travis James Mathers. Johan Frederik Banzhaf already has an account with content from his university lectures on [fill in themes] and we believe we can create cross traffic between the private and professional accounts.

Guidelines for interns

Facebook	
Frequency	[How many times a week / day should the interns to post? Specific hours? Notice that posts early in the morning before people go to work, during their lunch breaks and right when they get off from work attracts more engagement.]
Line & tone	<ul style="list-style-type: none"> - Make sure to post from the Headstrong profile, not your private profile. - Be consistent in our line and tone. If posting on Fridays our tone may be slightly more relaxed. - We should not promote the Headstrong brand all the time. Make sure to show our audience that you want to share information that is valuable to them. Post Headstrong content vs. other relevant content on a 2:5 ratio. <ul style="list-style-type: none"> - Examples of Headstrong content: Behind the scenes activities, new products, samples, live videos, cases from companies using Headstrong. - Examples of other relevant content: new research within the field, articles, inputs on work/life balance. - Establish a friendly and excited tone (not too funny, not too serious). “Information without emotion isn’t retained. -Tony Robins (Ferris, 2017) - [describe what we want from the posts: Do all posts need to contain smiley faces, photos, videos or other graphic elements? Notice that the posts with most engagement often use: <ul style="list-style-type: none"> - Videos - Pictures - Smiley faces (in that order)]
Type of content	<ul style="list-style-type: none"> - The overall Headstrong values are: Integrity, courage, adventure and excellence. Make sure that all posts match the values. - Vary the type of media in posts: Pictures, videos, articles, infographics etc.

	<p>Overall themes to be conveyed about important values (and the Headstrong brand):</p> <ul style="list-style-type: none"> - It is important to increase awareness of a work/life balance (Headstrong increases awareness of a work/life balance). - To unlock the brain’s potential is the foundation for solving all problems (Headstrong unlocks the brain’s potential). - You deserve to live an extraordinary and fulfilling life (Headstrong can assist you in living an extraordinary and fulfilling life). - Headstrong is efficient and simple and part of an extraordinary leadership strategy. <p>[We may want to rephrase or add something here, and we might also want to include this part in the “Message” section above]</p>
Communication with followers	[Is the intern responsible for responding to potential clients? Within how long are they expected to answer? How to respond to positive comments vs. criticism?]
Connotations	Connotations can be promoted through tags and content. Desired connotations are: [make list]

Mental training is becoming more common in corporations.

“The growing body of evidence in this area [mindfulness meditation] (there are approximately 30 to 40 peer-review papers published each month) is compelling and explains the increasing interest in mindfulness business training. Organizations including Transport for London eBay, Google, PricewaterhouseCoopers, Prudential, the Home Office, the NHS and London Business School have all launched mindfulness programs. However, while the conference attracted globally respected speakers such as Mark Williams, professor of clinical psychology at Oxford University, corporate occupational health practitioners were noticeable by their absence. Instead, the push to introduce mindfulness to the corporate environment is typically being led by individuals in senior management, who have personal experience of the benefits.” (Bashford, 2012)

““I realized that the turmoil, the noise and the information flow would never stop,” says Schmidt. “It’s just a fact of life. So I needed the personal capability to cope with it on an ongoing basis. Mindfulness is a practical way to cope with all the noise in your head and the noise around you. It’s a way of letting go of it and not

letting it control you. By offering all my colleagues access to mindfulness skids, I'm actually getting each employee to take responsibility for coping with reality themselves, rather than shouldering the entire burden myself." One of Schmidt's biggest challenges was getting past misconceptions that mindfulness is synonymous with religion, hippies and sitting in the lotus position and chanting. He explains how he overcame this: "I called a mandatory meeting in work time. "I said: 'You need to have this information [the scientific argument and research around mindfulness] and afterwards you can choose whether to take a course. It's your choice. If you're not motivated, it won't work'." Nearly all 400 employees signed up immediately, and feedback so far has been positive." (Bashford, 2012)

SWOT Analysis

A SWOT analysis is an overview of a company's strengths, weaknesses, opportunities, and threats. A complete analysis of a company's market situation is a large part of marketing management. (Kotler and Armstrong, 2016)

A strength is defined as a company's internal capabilities that may help a company reach its objectives. Weaknesses are internal limitations that may interfere with a company's ability to achieve its objectives. Opportunities are external factors that the company may be able to exploit to its advantage. Threats are current and emerging external factors that may challenge the company's performance (Kotler and Armstrong, 2016) Below, in figure 5, is a SWOT analysis I have created to represent Headstrong's market situation. The goal is to use this analysis to pair Headstrong's strengths with market opportunities and seek to eliminate weaknesses and minimize threats. (Kotler and Armstrong, 2016)

SWOT Analysis

Strengths

- Our product will work for everyone speaking English (accept the deaf)
- Westernized, rebranded, and more relatable versions of what is available today (Performance Priming vs. Mindfulness Meditation)
- We offer tangible employee wellness data to the customer's management team
- We increase the customer's success as well as their employee wellness
- We have a very scalable business model
- We help companies help their employees while also helping the business! It is a win/win solution
- Education in entrepreneurship
- We have excellent and experienced advisors
- We are difficult to copy & unique expert on the team - Banzhaf



Weaknesses

- We have a very small team with limited competencies/resources
- It might be difficult to motivate the end users to use the product
- Potential customers may not see the value in performance priming
- The product is still being produced (not ready to sell)
- The product will still need testing after creation (time)
- We still need funding
- Our product does not connect to other technologies such as wearables or fitness applications (yet)



Opportunities

- The use of meditation is rapidly growing in popularity in Europe and the US
- Innovative companies are embracing meditation as an important tool for their employees, and are already spending a lot of money on meditation
- The problems of stress and stress illnesses are rapidly growing and mental training (performance priming) is a proven solution
- Everyone in our target market now has smartphones to use our product
- Our product allows companies to check off an employee wellness initiative, while simultaneously saving them money, and increasing their employees' productivity
- Strong unique selling proposition
- Blue Ocean environment



Threats

- We have no investment yet = slows the development process
- B2C meditation apps (competition)
- B2B Meditation coaches (competition)
- The business is "weird"/stigmatized; people do not always get/accept it right away
- Businesses do not know they need our product/service (yet)
- The marketplace does not know who we are (yet)



Figure 5: SWOT analysis for Heastrong

Headstrong has a good match between its strength of providing a westernized, rebranded, and more relatable mental training solution, performance priming, to the market opportunity of mental training (meditation) growing rapidly in corporate use in Europe and the United States. It is also an advantage for Headstrong that we have a unique combination of information and services we can offer that are difficult to copy matched with the opportunity of blue ocean environment.

Headstrong had prioritized growing its team; finding a CTO and building an advisory board to eliminate that weakness. We are also seeking different investment opportunities to eliminate the weakness of low finances and the threat of time being against us. The term "performance priming" also works to combat the weakness of mental training being weird or stigmatized. It is more scientific and less spiritual than the mindfulness meditation of our competitors. Now I would like to discuss the reason I got into Headstrong and what drives me every day.

Building the Company

Starting with Why

In past semesters, I have made the mistake of coming up with an interesting product idea that I would try to fit into the market. This can result in the feeling of trying to push a square shaped block through a round hole. Instead, it is important to find a pain in the market, and work forward from there to design the product or service to cure that pain. This is one way to increase the chance of success in a start-up.

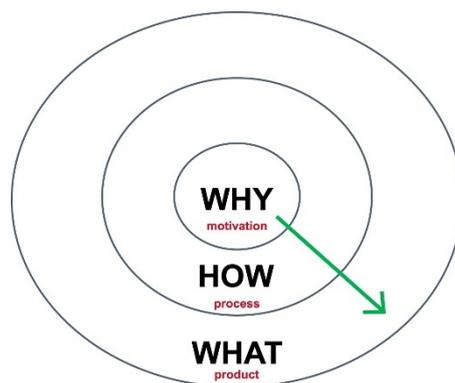


Figure 6: Simon Sinek's Golden Circle

Another important aspect for company, personal, and customer motivation is to have a clear WHY when developing a product and/or service. (Sinek, 2013) According to Simon Sinek's "Golden Circle" theory, a British/American author, motivational speaker and marketing consultant, many companies communicate to their customers in the wrong order. They first describe what they sell, then how they accomplish this, and finally why they do what they do. This is uninspiring, and when a competitor "starts with why", they win the customer. So the proper order to communicate what one's company does is to first explain the "why" (the purpose/motivation), then explain the "how" (the process), and end with explaining the "what" (the result/product). (Sinek, 2013) This concept is illustrated in figure 6.

Banzhaf and I followed Sinek's method in Headstrong. So, in our first initial meetings we established each of our "why's" for starting our company and aligned ourselves with each other to build a solid foundation on which to build our company. Headstrong's "Golden Circle" looks like this:

Why: We help people maximize the power of their own mind to help them be more productive, less stressed, happier, and more balanced in their lives. We also help companies understand their employees' state of mind so they can make informed decisions in the company.

How: We educate employees and employers in the brain training method of performance priming, and give them exercises to improve and evaluate themselves. We analyze their self-evaluations to provide data to the company about their employees.

What: We have created a performance application for companies which improves employees and collects data.

Headstrong Values, Vision, & Mission Statements

After determining our “why” for Headstrong, Banzhaf and I created the company values, vision statement, and mission statement. This was meant to align our perspectives and thought processes in everything that we set out to accomplish in our company. It is important to take a values-based approach instead of a goals or results based in approach in a company, or in other life situations, because when it comes time to make difficult decisions about the company’s direction, goals will change, but values will not. (Covey, 2014)

Headstrong’s values are:

Integrity: We will always strive to do the right thing for our company, community, and clients. We will be open and honest with each other about positive and negative criticisms, conflicts, agendas, and goals.

Courage: We will make hard decisions when necessary. We will take calculated risks to make a positive impact for our company, community, and clients. We will speak our mind when the room is against us. We will challenge the status quo. We will welcome change.

Adventure: We will pursue fun, passion, risk, and new experiences as a part of our job. We will chase our visions, passions, and dreams and take action to avoid routines that negatively affect creativity and sense of adventure. We will give our clients an experience that they have never had before as they explore themselves through our products and services.

Excellence: We will provide the absolute best products and services to our clients. We will provide an unmatched customer experience with the unique combination of what we can provide for our clients.

Mission: We want everything we do to be working towards providing our customers with the tools they need to have a better life experience, and that as a result of this, the next generation will benefit.

Vision: We will be the first mental training mobile application sold to businesses, and we will own and be associated with the term "Performance Priming".

Headstrong's performance priming exercises will only take ten minutes to complete. It turns out that ten minutes of mental exercise is enough to make a difference. "The good news for those interested in corporate mindfulness is that there is growing evidence that participants do not need to practice for long to reap the benefits. Studies have shown that as little as 10 minutes' meditation, five days a week for four weeks can reduce signs of burnout and enhance wellbeing" (MacKenzie et al, 2006; Hölzel et al, 2010). We invented the term performance priming using the rule of category so there is not research using the term. (Ferris, 2016)

The Business Model

Business Model Canvas - Headstrong

<p>Key Partners</p> <ul style="list-style-type: none"> - UCN & AAU - student interns - Collaborative staff - Product testing - Our Advisory Board - Neas Energy A/S - Spinin - AAU Incubator - Insurance Companies (possibility) 	<p>Key Activities</p> <ul style="list-style-type: none"> -Team creation -Consultancy Services -Product Creation & Testing -Selling the product concept (Get pre-orders, show the pain, get investors) -Business Innovation/ Development; keeping up with trends/technology <p>Key Resources</p> <ul style="list-style-type: none"> -Unique team in Performance Priming, Business, and coaching/consulting -Collaboration with Neas Energy -Concept uniqueness 	<p>Value Proposition</p> <p>Through performance priming, we increase your employees' performance and resilience to stress, while also providing your company with valuable data about your employees' well-being.</p>	<p>Customer Relationships</p> <ul style="list-style-type: none"> -Face to face sales -Consultancy Workshops -Regular sales follow-ups (phone calls, e-mails, lunch meetings, etc.) -Customer Service activities -Social Media (interactive) -Networking Events <p>Channels</p> <ul style="list-style-type: none"> - Social Media - Company website - Relevant Events - Keynote speeches - Cold calls/e-mails 	<p>Customer Segments</p> <p>Buyers – highly motivated and forward thinking company and department leaders who value Corporate Social Responsibility, the power of the mind, and employee wellness. These leaders place a high value on employee retention and employee performance. Highly competitive.</p> <p>End Users – employees who seek to maximize their potential. They will try something new to take better care of themselves. They will try something new to be the best version of themselves that they can be.</p> <p>They may just want to experience easier transitions in their life. For example going from work to home.</p>				
<p>Cost Structure</p> <table border="0"> <tr> <td><u>VARIABLE COSTS</u></td> <td><u>FIXED COSTS</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> - Marketing - Product development (Application) - Travel - Server Space - Salaries - Channel Development - Work space rental </td> <td> <ul style="list-style-type: none"> - Application maintenance - Domain fees - Payment system </td> </tr> </table>		<u>VARIABLE COSTS</u>	<u>FIXED COSTS</u>	<ul style="list-style-type: none"> - Marketing - Product development (Application) - Travel - Server Space - Salaries - Channel Development - Work space rental 	<ul style="list-style-type: none"> - Application maintenance - Domain fees - Payment system 	<p>Revenue Streams</p> <p><u>Main Focus</u></p> <ul style="list-style-type: none"> - Monthly subscription fee per user account (Application) - Workshops & Coaching for businesses/business teams <p><u>Side Focus</u></p> <ul style="list-style-type: none"> - Public speaking (universities, businesses, events, etc.) 		
<u>VARIABLE COSTS</u>	<u>FIXED COSTS</u>							
<ul style="list-style-type: none"> - Marketing - Product development (Application) - Travel - Server Space - Salaries - Channel Development - Work space rental 	<ul style="list-style-type: none"> - Application maintenance - Domain fees - Payment system 							

Figure 7: Business Model Canvas for Headstrong

In a business, it is important to have a business model. It is crucial to understand what value my company is providing to my customers, how I am accomplishing this, and what it will cost to do so. The Business Model Canvas is a good way to represent the important activities in the company in one clear model. (Arteaga, Remy, and Hyland, 2014)

This semester has shown progress validating the business model. Our collaboration with Neas Energy A/S has been a source of validation for our target market. They are a great fit to our customer segments and they are very passionate about Headstrong, especially the leaders. Leaders from Neas Energy A/S have confirmed our revenue streams proposition as well. Vestermark and Alkert of Neas Energy A/S have both confirmed a willingness to pay Headstrong's proposed 200kr. per employee per month for the HeadstrongPro application. This price was also validated by benchmarking against current products of similar nature such as business to consumer meditation applications. They have also asked Banzhaf and I to make a couple different proposals to do consultancy work for them.

I developed the customer channels under the expertise of marketing consultant Julie Midtgaard Jensen. It is a good starting point and gives us room to grow our marketing campaign as Headstrong grows.

Headstrong would not be as far as it is today without its partners. Interns from UCN got a lot of tasks finished and a lot of others started to propel Headstrong forward. Neas Energy A/S has provided employees

for testing in a Designed Based Innovation style, mentorship, validation, and a strong name to add as a collaboration partner. Spinin and the Aalborg University Incubator provided a lot of support and guidance throughout the process I experienced over the past several months.

However, we have a new partnership idea Headstrong is looking to validate next. We are looking into the opportunity of collaborating with major insurance companies. This is our hypothesis:

If Headstrong and a major insurance company can make an agreement, then the insurance companies will provide the HeadstrongPro application as a part of their coverage to the companies they insure. The insurance company would pay Headstrong a fee per user account per month, but for a discounted rate. This is how each party involved would make money:

- **Insurance company** – Less money paid to companies due to stressed and unhealthy employees; plus, they receive Headstrong for free and save money in their company because of less stressed and higher performing employees, plus the benefits of HR data.
- **The companies** – Get Headstrong for free and save money in their company because of less stressed and higher performing employees, plus the benefits of HR data.
- **Headstrong** – Gets a massive number of new monthly accounts, free advertising, and will become much more known in the marketplace.

So, this is the business model of Headstrong as it sits today. However, business model innovation is an important part of maintaining a business. Headstrong will continually innovate its business model as new strengths, weaknesses, opportunities, and threats appear in the company and in the market. We share our business model with advisors at the Aalborg University Incubator, Spinin, Neas Energy A/S, and with other start-up in the area to gain the benefits of open business model innovation as we learned in the Business Model Innovation course at Aalborg University.

The next section goes into detail about Headstrong's collaboration with Neas Energy A/S. It will discuss the eight-week trial Headstrong performed and its results.

Neas Energy A/S Eight-Week Meditation Trial & Results

Introduction

In November of 2016, my former partner, Nielsen, and I made the Spinin collaboration between Headstrong (before it was a company) and Neas Energy A/S. (This was before my new partnership and before the concept of Performance Priming.) In the first business meeting with Neas Energy A/S, we made an action

plan for the next eight months. The main action item was to make a minimal viable product (MVP) and test it with an eight-week trial, where a participant group of Neas Energy A/S employees. (Arteaga, Remy, and Hyland, 2014)

The original goal was to create our own meditation exercises to test at Neas Energy A/S. This way we could get feedback on our original meditation exercises and test if Neas Energy A/S employees would have an interest in using such a program to improve themselves.

However, our day-to-day contact and Operations Team Leader from Neas Energy A/S, Carsten Vestermark Jensen, had a different strategy that he suggested we follow. He argued that we should use this eight-week trial to show that we could make a difference in the users and generate some excitement so that we could convince Neas Energy A/S to agree to a second collaboration with Headstrong after the first Spinin collaboration period ended. His points were that it would take Headstrong a lot of time and energy to create original content, which the Neas Energy A/S employees may not even like. This would result in all our work on the original exercises to be wasted. Therefore, Vestermark proposed that we perform the eight-week trial using samples of existing meditation exercises from other applications and YouTube. This way we could analyze the types of meditation exercises that the Neas Energy A/S employees used the most and model our original exercises after those results. We would also be able to gauge the interest level the Neas Energy A/S employees showed in using the exercises to validate our overall concept.

Purpose

Next, the purposes of the Eight-Week Headstrong trial at Neas Energy A/S:

Main Purposes:

- **To perform at a high level of service and quality to be accepted for a second collaboration with Neas Energy A/S after the first Spinin collaboration expires.** (top priority)
- To take the first step to bring meditation into the corporate setting of Neas Energy A/S to break the stigma against meditation.
- To gauge which types of meditation exercises the Neas Energy A/S employees would use the most. So, we could use them as models for our original performance priming exercises.

Secondary Purpose:

- To measure if using meditation over eight weeks makes a difference in Neas Energy A/S employees stress, anxiety, and depression levels, and how it affects their general mood, stress level, energy level, and ability to sleep on daily basis.

Procedure

Getting volunteers

The first step was to get volunteers from Neas Energy A/S to participate in the Headstrong eight-week meditation trial. The HR manager, Rikke Alkert, gave Nielsen and I the opportunity to make five-minute pitch about our project and experiment at the end of a meeting that Neas Energy A/S was already holding to educate their employees about stress and the different ways they can manage their stress level. So Nielsen and I attended the after-work meeting held at Neas Energy A/S where about 60 out of Neas's 250 employees attended the stress meeting. Nielsen and I made our five-minute pitch, and asked for volunteers to sign up for our eight-week trial. Six Neas Energy A/S employees volunteered that night.

Our next strategy was to create a document to briefly introduce ourselves to the rest of Neas Energy A/S and ask for more volunteers for the eight-week trial. (APPENDIX 1) Alkert posted this document to Neas Energy A/S's intranet. This resulted in 15 additional volunteers, bringing the total to 21 for the trial.

Kick-off Meeting

Before the start of the eight-week meditation trial, Nielsen and I held a kickoff meeting at Neas Energy A/S. (APPENDIX 2) The purpose of this meeting was to inform the participants on the details about the trial, what to expect during the trial, educate them on meditation theory, and thus, instill an internal motivation to practice meditation every day besides their commitment to the trial, and to give each participant their Reflection Exercise packet. Only a few trial participants could attend the meeting so we held a make-up meeting for the rest of the participants as well.

As explained in the product description, the first part of the Headstrong application is Theory. Since we were creating an MVP product to test during the eight-week trial, we asked professional mindfulness coach, Ulla Vestergaard, to come to the Headstrong kickoff meeting and make a presentation on meditation theory. This was done to educate the participants about what it means to practice mindfulness meditation and all the benefits one can reap from its practice such as increase concentration and focus, memory, and ability to sleep while simultaneously decreasing stress, anxiety, and depression. (Vestergaard, 2016) A picture from

the kickoff meeting is featured here. It shows Vestergaard teaching some of the Neas Energy A/S trial participants.



This kickoff meeting to the trial was meant to generate inner motivation in the participant group. Understanding the science behind meditation, and how it actually helps you increases people's personal desire to commit to its practice. This was especially important to us since we did not have the videos to educate users that we will have in the final product.

At the end of the meeting, the participant group also received a Reflection Exercise packet. (APPENDIX 3) The Reflection aspect of the Headstrong product was also explained above in the product section. However, in this MVP experiment we had to give the participants a way to evaluate how they felt each day for maximum learning per dollars spent. (Arteaga, Remy, and Hyland, 2014) Therefore, I created the Reflection Exercise packet. This was a packet of paper that contained a box with six questions the participants had to answer about their well-being each day for the duration of the eight-week trial. At the end of the eight-week trial, the Reflection Exercise packets were to be returned to Nielsen and me to be analyzed. Each of the Neas Energy A/S trial participants would receive the analysis of their personal results and the Neas Energy A/S HR department would receive the average of the results of all the participants per our Spinin contract.

The Trial

The procedure for the eight-week trial was as follows:

- In the week prior to the eight-week trial, the 21 Neas Energy A/S trial participants were asked to complete an evaluation for stress, anxiety, and depression, as well as 6 other Neas Energy A/S

employees who were not taking part in the eight-week trial. They were the control group. We hoped to recruit more for the control group, but were only able to recruit six.

- Each Sunday Mathers sampled, recorded, and edited 2-3 meditation exercises and uploaded them to YouTube as a private video. (APPENDIX 4) This took approximately 3-4 hours each Sunday.
 - Private YouTube videos cannot be found through searching the names of the videos. They can only be accessed by following the direct link assigned to each video. This way, the videos were exclusively available to the Neas Energy A/S trial participants, thus allowing me to track the number of views on each video.
- Each Sunday, Mathers would send an e-mail to each of the Neas Energy A/S trial participants. A sample of one of these e-mails can be found in the appendix. (APPENDIX 5)
 - The e-mail would include:
 - A greeting to maintain the relationship with the participants
 - A description of the respective week's meditation exercises
 - The direct link to both the new meditation exercise videos and all the previous meditation exercise videos. (This way the participants only needed to keep one e-mail at a time which contained all the meditation exercises video links)
- Every day for eight weeks, each member of the Neas Energy A/S trial participant group was to listen to and participate in one meditation exercise per day. It was completely their choice which exercise they chose to use and when to do the exercise.
 - I realized this reduced the consistency of the experiment from a scientific perspective, but from an entrepreneurial perspective, it allowed me to interview the participants after the trial and find out when the ideal time was for them to use the exercises for future knowledge. It also allowed me to track which exercises were the most popular in order to model our future exercises based on their favorite exercises.
- Every day for eight weeks, each member of the Neas Energy A/S trial participant group was to fill out the respective daily Reflection Exercise.
- Every day for the duration of the eight-week trial, I recorded the number of views for each meditation exercise video at 23:00. These views were collected in a Microsoft Excel spreadsheet. (APPENDIX 6)
- I spent 1-2 days each week of the eight-week trial at Neas Energy A/S making myself available to the trial participants to answer questions they had about meditation or the trial in general, perform interviews to learn from them over the eight weeks (APPENDIX 7), to motivate them to keep using the exercises, and to build a relationship with my (hopefully) future end users of the final Headstrong product. I also maintained an e-mail relationship with the participants throughout this

entire process. In order to keep a more intimate connection with the trial participants, I made a directory for myself to learn all of the participants' names. (APPENDIX 8)

- When I interviewed the participants, or took notes as we casually talked, I used Microsoft Excel, and made a note by their name instead of having the text always visible in order to protect their thoughts and information.
- The participants also took a survey for the trial, which helped my learning and understanding. (APPENDIX 9)
- At the end of the eight-week trial, both the participant and control groups were asked to re-take the stress, anxiety, and depression evaluation. The participant group was also asked to hand-in their Reflection Exercise packet.

Trial Results

At the end of the eight-week trial, it was time to analyze all the data. I made an analysis of:

- The most viewed meditation exercise videos (APPENDIX 6)
- The meditation exercise videos with the highest average views per week (APPENDIX 6)
- The before and after results of the stress, anxiety, and depression evaluations (APPENDIX 9)
- All the data from each participant's Reflection Exercise packet (APPENDIX 10)
 - Each participant received their personal results (APPENDIX 11)
 - Each participant and the Neas Energy A/S HR department received the average of all the results (shown later in this section)

Most Viewed Meditation Exercises

A list of the meditation exercises provided for the eight-week trial ranked by total number of views can be seen here in figure 8.

Exercise Name	Total Views	Average Views per week
Daily Brain Training (week 1)	131	16.4
Sleep Exercise:	84	10.5
Daily Brain Training (Week 2)	59	8.4
S.O.S. Meditation:	48	6.0
Full Body Scan	45	9.0
Daily Brain Training (week 5)	32	8.0
Sucess Visualization	25	5.0
Daily Brain Training (Week 3)	24	4.0
Walking Exercise	18	2.6
Daily Brain Training (week 6)	14	4.7
Relaxation Exercise	13	3.3
Daily Brain Training - Motivation	6	3.0
Cycling Exercise	5	0.8
Sport Performance Exercise	4	1.0
Daily Brain Training - Focus	3	1.5
Unguided Exercise	2	0.7

Figure 8: Meditation exercises ranked in order of total views.

Exercise Name	Total Views	Average Views per week
Daily Brain Training (week 1)	131	16.4
Sleep Exercise:	84	10.5
Full Body Scan	45	9.0
Daily Brain Training (Week 2)	59	8.4
Daily Brain Training (week 5)	32	8.0
S.O.S. Meditation:	48	6.0
Sucess Visualization	25	5.0
Daily Brain Training (week 6)	14	4.7
Daily Brain Training (Week 3)	24	4.0
Relaxation Exercise	13	3.3
Daily Brain Training - Motivation	6	3.0
Walking Exercise	18	2.6
Daily Brain Training - Focus	3	1.5
Sport Performance Exercise	4	1.0
Cycling Exercise	5	0.8
Unguided Exercise	2	0.7

Figure 9: Ranked exercises based on average views per week.

	Total Possible Views	Total Views	Percent Usage
Week 1	147	195	133%
Week 2	147	82	56%
Week 3	147	59	40%
Week 4	147	60	41%
Week 5	147	43	29%
Week 6	147	41	28%
Week 7	147	29	20%
Week 8	147	12	8%

Figure 10: Percent participation of meditation exercises per week. Total Possible Views assumes one view per day per participant every day each week

Although this figure clearly shows the most viewed meditation exercises by the 21 trial participants, how clearly does it show the favorite exercises? As explained in the trial procedure above, there were three exercises provided during the first week of the trial. Then two to three meditation exercises were added each week for the duration of the trial. Therefore, in week one of the trial, the participants only had three meditation exercises to choose from: Daily Brain Training (week 1), S.O.S., and Sleep Exercise; these were 3 of the top 4 most viewed exercises. Therefore, I also analyzed the meditation exercises based on the average number of views per week, shown in figure 9.

This was a better way to measure how popular a meditation exercise was throughout the entire trial. It is still not a perfect way to analyze the data because of the many factors involved in how many times each meditation exercise was viewed. For example, the participation was the highest during the first week when all the participants were the most curious about the trial and trying meditation for the first time, and the participation rate dropped each week thereafter as shown in figure 10. Discussions with the trial participants after the trial and during the Wrap-up Meeting after the trial confirmed my suspicions that the participants viewed more than one exercise per day in the first week out of curiosity. They were not necessarily meditating each time they viewed a meditation exercise. They were doing some exploring in the first week.

This gives a large advantage to the meditation exercises offered in the first week. Discussions after the meeting also revealed that many participants enjoyed the first two weeks' meditation exercises and used them throughout the eight-week trial. This both supports that data that the meditation exercises in the first two weeks were well liked, but it also reduces the chances of the participants trying newer meditation exercises that were introduced later in the trial. So it is possible to assume that some of the later meditation exercises were never given a chance by the participants because of how much they liked, or were at least used to, the earlier meditation exercises.

Given that the purpose of the trial was mainly to discover which meditation exercises would be preferred at a company such as Neas Energy A/S, and to see how the employees would react to this new way of training one's brain, this was acceptable behavior. These results would be more disappointing if the goal was to test each meditation exercise equally. In that case, I would have either deleted the old meditation exercises when the new meditation exercises were introduced each week so each meditation exercise was only available for one week, or I would have provided all of the meditation exercises in week 1.

However, this was an MVP trial. My goal was to begin the eight-week trial with beginner level meditation exercises, and then introduce more advanced meditation exercises as the trial progressed and see how the trial participants reacted. My goal was to interact with my target end users weekly, listen to their input, and try to provide them with meditation exercises they wanted to use. Also, the main objective was to create a

relationship and some value with Neas Energy A/S in order to seek further collaboration once the Spinin collaboration concluded in May 2017, which I did we did succeed in obtaining. So with this perspective, I consider this trial a success.

Since this trial was performed in an uncontrollable environment, the discussions before, during, and after the trial with the participants was just as valuable as the hard data collected. It helped to explain why some options were so heavily favored while others were barely viewed at all. However, discussions with the participants did confirm their general dislike for the unguided and cycling meditation exercises while also generally agreeing that meditation exerices that feel too “spiritual” in nature were too weird for them as well.

Stress, Anxiety, and Depression Evaluations

The next set of data I analyzed was the stress, anxiety and depression evaluation results from before and after the eight-week trial for both the participant group and a control group.

Out of the 21 trial participant group members, 15 completed the evaluation both before and after the eight-week trial. Out of the 6 non-participant group members (control group), 4 completed the evaluation both before and after the eight-week trial. The results of these evaluations are shown below in figure 11. In case it is difficult to tell the colors apart on the “Group Results” graphs, the data is displayed in the following order from left to right: stress before the eigh-week trial, stress after the eigh-week trial, anxiety before the eigh-week trial, anxiety after the eigh-week trial, depression before the eigh-week trial, and depression after the eigh-week trial.



Figure 11: Comparison of the Stress, Anxiety, & Depression evaluations from before and after the eight-week trial at Neas Energy A/S. The results are the average of 15 out of 21 trial participant group on the bottom left and 4 out of the 6 of the non-participant group (control group) on the bottom right. The scales on the top represent the danger level associated with the stress, anxiety, and depression levels. The green areas represent the safest zone and the red areas represent the most dangerous zone.

This data shows similar drops in both stress and anxiety levels for both the trial participant group and the non-participant group. However, the trial participant group showed a much more significant drop in depression level than the non-participant group at the end of the eight-week trial.

These were good results for Neas Energy A/S as the average of the results of the Neas Energy A/S employees measured were in the green, safe range for all stress, anxiety, and depression. It was even better for Neas Energy A/S that in the time after the eight-week trial both those who meditated and those who did not had even lower levels in all three categories.

I was hoping to see a more significant decrease in all three areas from the trial participant member than the non-participant members, but that was not the way it went. It was nice for Headstrong, that at least the category of depression decreased much more in the trial participant group than the non-participant group.

However, there were still many variables at play during this eight-week experiment that were out of my control. For example, the trial began on February 20, 2017 and ended on April 16, 2017, and people tend to feel better in general in the spring than in the winter. This may have influenced the results. Also, this evaluation was performed on two single days eight weeks apart. Anyone taking the evaluation could have been highly affected by an acute situation of a good or bad situation.

The group sizes were also a factor. The trial participant group data shows the average results from 15 people and the non-participant group only shows the average results from 4 people. Therefore, a single person who may have experienced an acute good or bad experience, such as getting a pay raise or fighting with their spouse before work, would have skewed the average results significantly more in the non-participant group than in the trial participant group.

In order to improve this aspect of the experiment, it would make more sense to have them take this evaluation much more frequently; perhaps every week. It would have been more beneficial to try to recruit more non-participant members for the control group. However, remembering that the number one goal of this trial was for me to prove myself to Neas Energy A/S and seek further collaboration at the end of the Spinin contract, while respecting their rules, time, and resources. It was very difficult to ask the trial

participants to spend more of their time on my trial when they were already spending 10 minutes per day meditating and filling out the Reflection Exercises as well as this evaluation.

Neas Energy A/S is the highest profile client with whom Spinin has ever made a deal. We were warned by our Spinin representatives not to push too hard when it came to what we should ask of Neas Energy A/S. Alkert, the HR manager of Neas Energy A/S, also told us that she had to validate every minute that we were

Monday - 20/2/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

requiring of Neas Energy A/S's employees during the working day as that time can be easily translated into money that Neas Energy A/S is spending on my (at the time) student project. So, to reiterate, this eight-week trial was to use the resources Neas Energy A/S was willing to commit, perform at a high level while building relationships, and seek a more in-depth collaboration afterwards. I feared that I would lose my opportunity to seek further collaboration if we pushed too hard with demands for the eight-week trial and other meetings. So, we did the best with what we had at the time and achieved the secondary collaboration.

Figure 12: Headstrong Reflection Exercise for February 20, 2017; day 1 of the eight-week trial at Neas Energy A/S

Reflection Exercise Results

The next set of data is from the Reflection Exercises that the eight-week trial participants filled out every day. The goal of the Reflection Exercises was to get the participants to reflect on their day and on how they felt, to deepen the positive effect practicing meditation had on them. (Vestergaard, 2016) The other goal of the Reflection Exercises was to generate data for the HR department on employee well-being, and therefore, adding more value to my company.

Overall, the data collected from the Reflection Exercises was much more conclusive and reliable. The trial participants filled out four data points every day and two qualifying questions. An example of a single day's Reflection Exercise can be seen here in figure 12. The full Reflection Exercise document is available in (APENDIX 3). This document also shows and describes how the rating system works for each question.

As stated in the procedure above, the Reflection Exercises were given to the trial participants at the Headstrong Kick-off meeting and then they were handed in for analysis at the end of the eight-week trial.

Out of the 21 trial participants, 13 handed in their Reflection Exercises, but only 12 handed them in on time to be included in this analysis. The rest of the trial participants cited reasons such as losing their Reflection

Exercise packets and forgetting to fill out the exercise for a week or so and then just giving up because they thought I needed 100% completion to be included in the results. It is, of course, possible that some trial participants were annoyed by the Reflection Exercise packets and chose not to do them, but then gave a politer reason to be nicer to me or to make themselves look less rude for neglecting their commitment to the eight-week trial. This is something to investigate further to determine the real reason for the trial participants not fulfilling their commitments.

General Mood

The first question each trial participant was asked each day was, “How are you feeling today? (general mood)”. This question was meant to gauge if they were having a good day or a bad day. I was interested to see how this question was answered over the course of the eight-week trial and if practicing meditation could improve their score in this category. I also wanted to see which days of the week would show the best and worst general moods, and look for other ways to use this data once it was collected so it would be useful and valuable to companies. While individual results varied, the average values of the 12 trial participants who gave me their Reflection Exercise packets on time are displayed in figure 13 and figure 14.

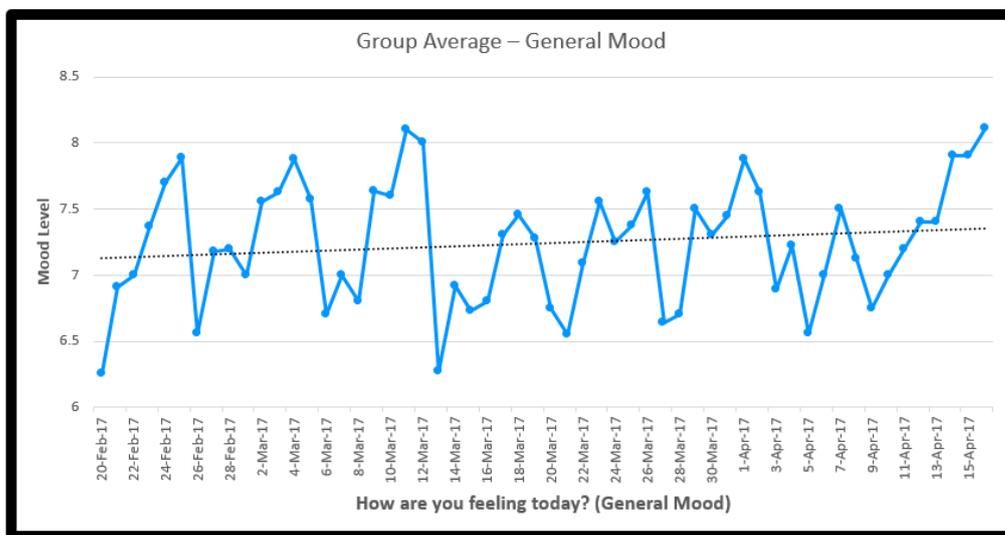


Figure 13: Average General Mood values of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

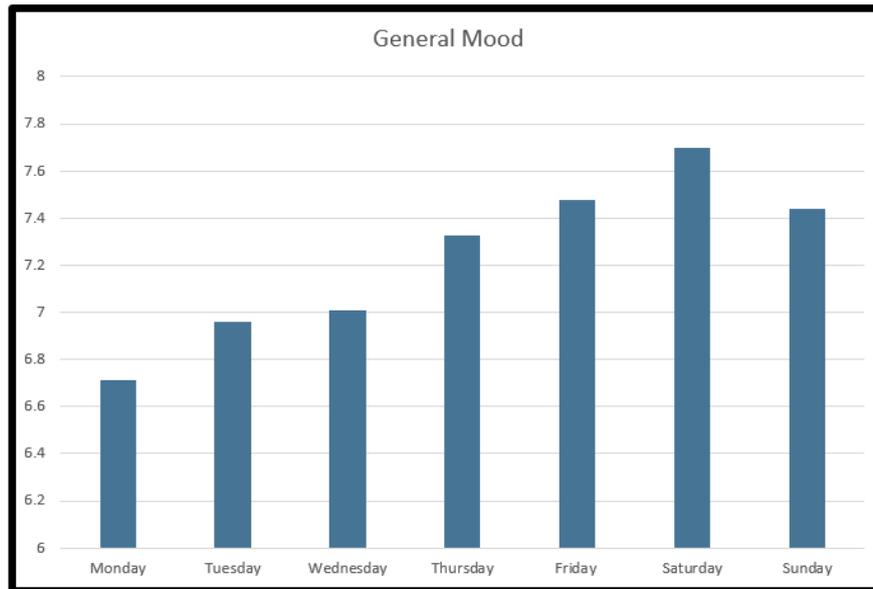


Figure 14: Average General Mood values for each day of the week of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

The first thing that is obvious when looking at this data analysis is the Neas Energy A/S trial participants' mood fluctuated throughout each week and the lowest/worst average mood occurred on Mondays while the highest/best mood occurred on Saturdays. The data shows an average increase in general mood over the eight-week trial from an average of 7.1/10 to an average of 7.4/10. This was not a large increase in mood, but it is a more positive result than showing no change or a decrease in mood.

The average mood throughout the eight-week trial never dropped below a 6/10; individual results did, but not the average. This is a positive result for Neas Energy A/S. It is good that their employees are averaging this high for their general mood. However, when Neas Energy A/S considers their desire to have all their employee operating at an optimal level as often as possible. They may want to consider ways to “jump start” a good mood within their employees when they arrive to work on Mondays to attack the low Monday mood. This may result in their employees being happier and more productive on Mondays.

If fact, jump starting people in the morning, and especially Monday mornings, is one of the focus points we will attack in Headstrong with our performance priming exercises. Solving this problem is something that will give us more value with Neas Energy A/S and other future clients.

Finally, the data collected supports the hypothesis that meditation practiced daily over eight weeks will improve a person's general mood. However, as mentioned before, this eight-week trial had many

uncontrolled variables, so all the data collected is preliminary data that needs further validation to support the findings. However, logic and personal experience agrees with the findings thus far.

Energy Level

The next question the Neas Energy A/S trial participants answered daily in the Reflection Exercises was “How is your energy level today?”. This question was selected after the Neas Energy A/S HR department told me that energy is a good indicator of mood and stress levels. They told me that people do not always know how to tell you how they feel, but it is very easy for them to evaluate their energy level. Other goals of asking this question were to determine which days of the week people had the highest and lowest energy levels, why, and what other corporate situations could this data be useful?

According to the Neas Energy A/S HR department, energy is a good indicator of the employees’ well-being and mental health. I was interested to see how this question was answered over the course of the eight-week trial and if practicing meditation could improve their score in this category. While individual results varied, the average values of the 12 trial participants who gave me their Reflection Exercise packets on time are displayed in figures 15 and 16.

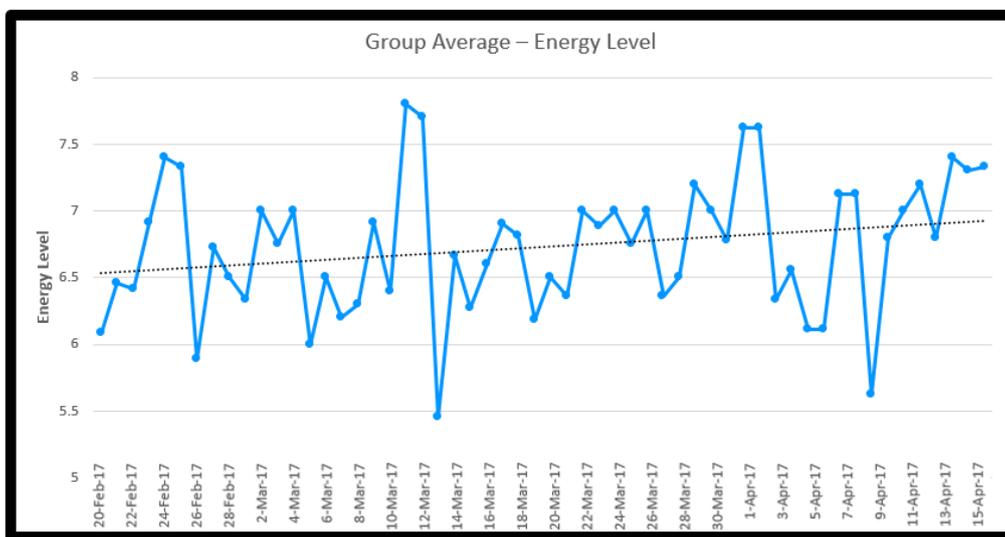


Figure 15: Average Energy Level values of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

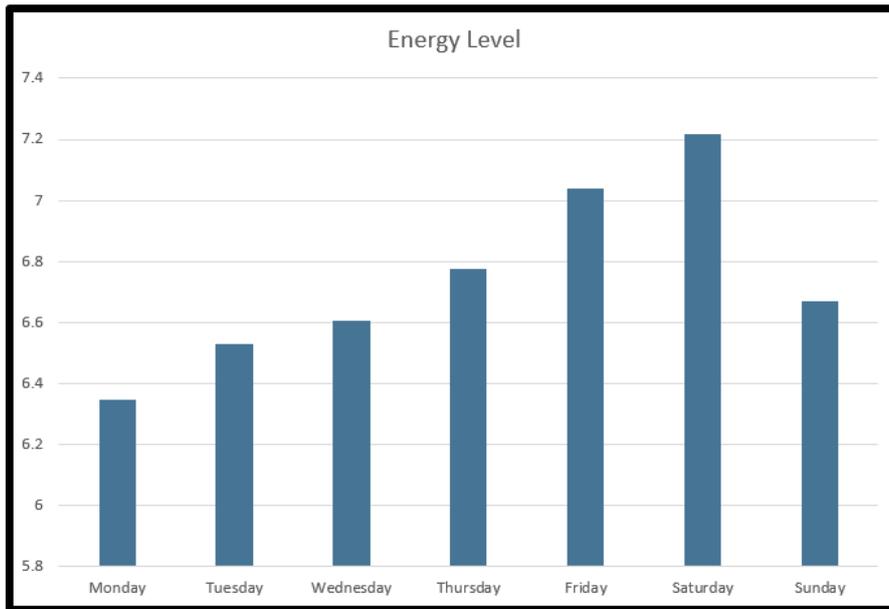


Figure 16: Average Energy Level values for each day of the week of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

Again, the most obvious information to observe in this data is that the Neas Energy A/S trial participants' energy level fluctuated throughout each week and the lowest/worst average mood occurred on Mondays while the highest/best mood occurred on Saturdays. The data shows an average increase in energy level over the eight-week trial from an average of 6.5/10 to an average of 6.9/10. With the possible exception of Sunday, this data directly correlates with the general mood data. This could imply that mood drop experienced at the beginning of the week also affected energy levels, or vice versa.

Finally, the data collected supports the hypothesis that meditation practiced daily over eight weeks will improve a person's energy level. However, as mentioned before, this eight-week trial had many uncontrolled variables, so all the data collected is preliminary data that needs further validation to support the findings. However, logic and personal experience agrees with the findings thus far.

Stress Level

The next question the Neas Energy A/S trial participants answered daily in the Reflection Exercises was "What is your stress level today?". This question was selected to evaluate the level of stress the trial participants felt each day throughout the eight-week trial. There is good stress and bad stress. Good stress motivates people to do their job and live in society in a functional way. For example, having a small amount of stress is healthy to motivate people to finish tasks on time to keep their jobs, obey societal laws for fear of the punishment, and paying bills in order to keep their home. However, when stress is at a higher level over

a period of time, it can cause some major problems in people’s mental and physical health, relationships, and ability to work. The goals of this question were to see how the participants’ stress levels acted as they practiced meditation, see which days of the week were the most stressful, determine other valuable uses for the data once it was collected. The Stress Level results are shown in figures 17 and 18.

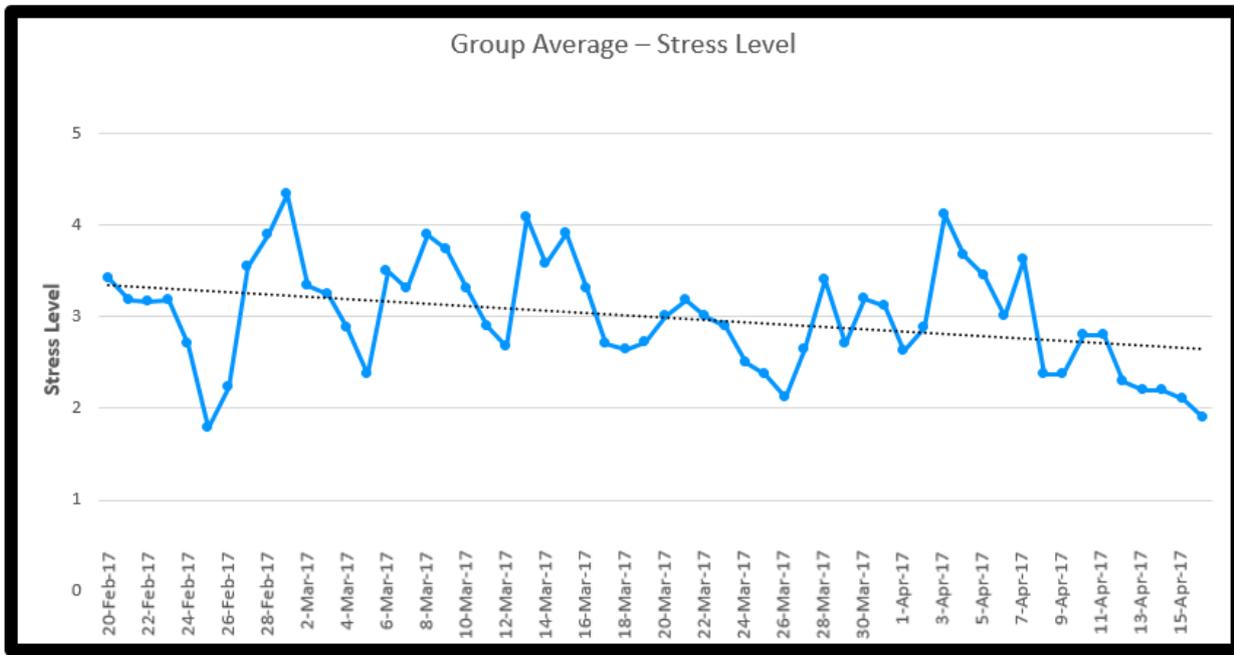


Figure 17: Average Stress Level values of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

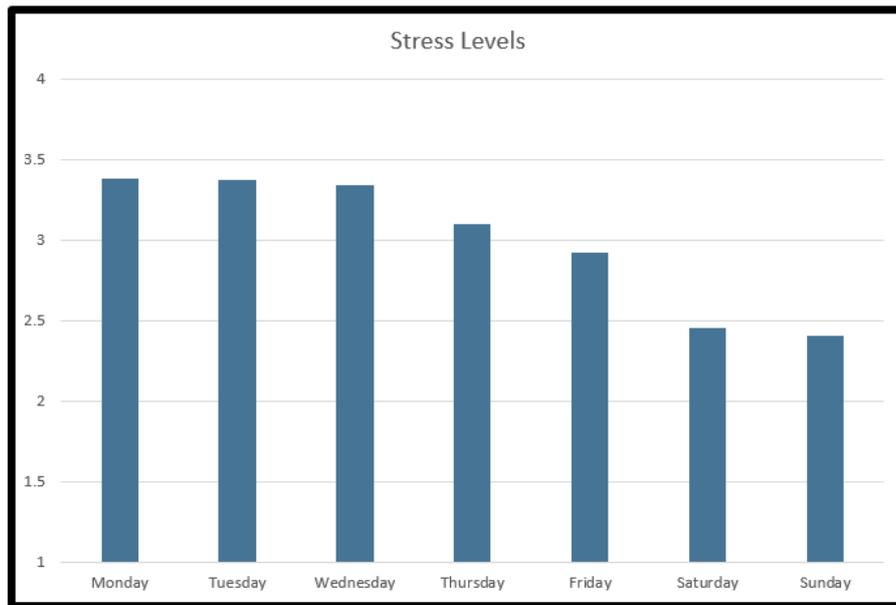


Figure 18: Average Energy Level values for each day of the week of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

Again, the most obvious information to observe in this data is that the Neas Energy A/S trial participants' stress level fluctuated throughout each week and the highest average stress occurred on Mondays while the lowest occurred on Sundays. The data shows an average decrease in energy level over the eight-week trial from an average of 3.2/10 to an average of 2.7/10.

This data gives both the individual users and the Neas Energy HR department the ability to look back at their respective data and see where there were periods or specific days of either low or high amounts of stress, and try to analyze the cause of these results. This may bring opportunities for both individuals and organizations to monitor and adjust their habits to aim for lower stress levels. Interesting days to investigate from figure 17 could be 25/2, 1/3, 5/3, 26/3, and 4/4 for their extra high or low stress levels. April 11-16 also showed low stress levels, but this was during the Easter holiday, which seems to explain the result. Also, both individuals and organizations will be able to access all of this data in real time with our final application giving them a management tool and a product they can use as often as is beneficial. This will be much better than having an eight-week trial and then getting the trial results weeks after the trial.

Mondays, Tuesdays, and Wednesdays were the most stressful days, with Mondays having the highest stress levels. The average stress level during these days was approximately 3.4/10. This seems like a relatively low average stress level, although some individual results were much higher. So how can we use this data to determine a healthy level of stress? The final data bearing question may have the answer.

Finally, the data collected supports the hypothesis that meditation practiced daily over eight weeks will reduce a person’s stress level. However, as mentioned before, this eight-week trial had many uncontrolled variables, so all the data collected is preliminary data that needs further validation to support the findings. However, logic and personal experience agrees with the findings thus far.

Sleep Quality

The next question the Neas Energy A/S trial participants answered daily in the Reflection Exercises was “What was your quality of sleep last night?”. This question was selected to evaluate any change in the quality of sleep the trial participants were getting over the course of the eight-week trial as they used meditation. Other goals of this question included: to determine which days of the week people got the highest and lowest quality of sleep and to determine what other types of situations this data can be used. The sleep quality results are shown in figures 19 and 20.

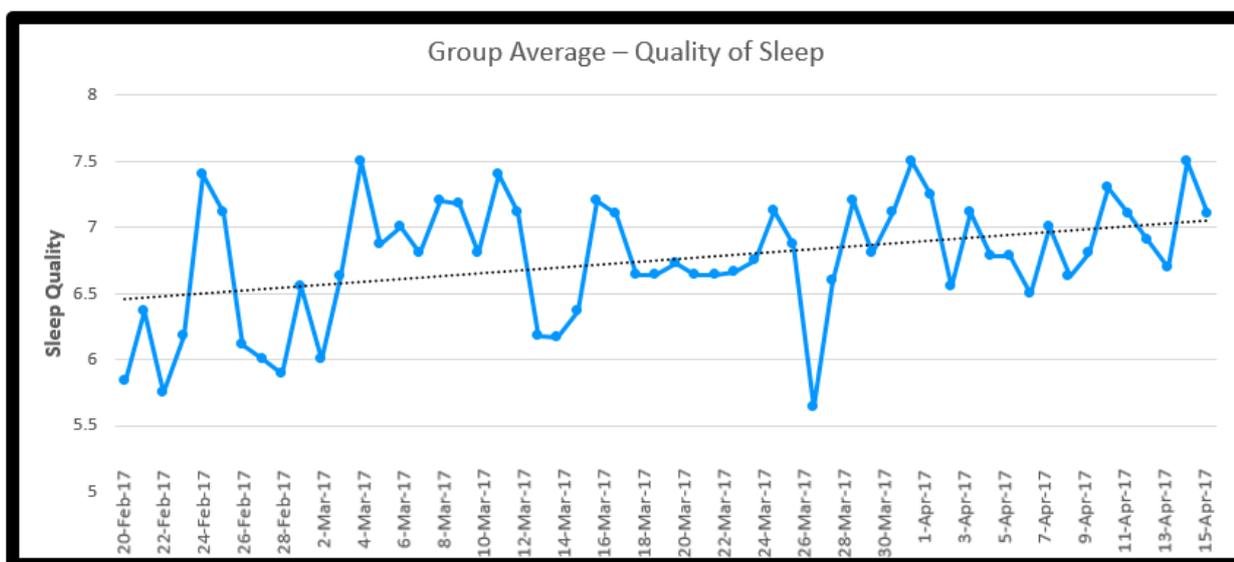


Figure 19: Average Quality of Sleep values of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

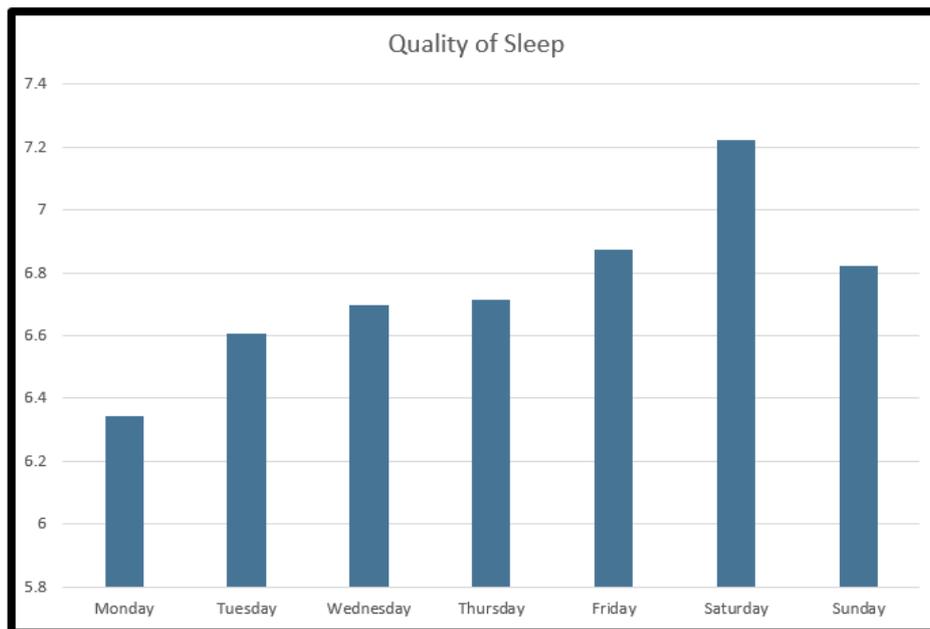


Figure 20: Average Quality of Sleep values for each day of the week of 12 trial participants from the Headstrong eight-week trial at Neas Energy A/S

Again, the most obvious information to observe in this data is that the Neas Energy A/S trial participants' quality of sleep fluctuated throughout each week and the lowest/worst average sleep quality occurred on Mondays while the highest/best sleep quality occurred on Saturdays. The data shows an average increase in quality of sleep over the eight-week trial from an average of 6.4/10 to an average of 7.1/10.

As mentioned at the end of the stress level analysis, how does Neas know if the higher, but still seemingly low average stress levels on Mondays are a good stress level (good stress), or a problem stress level? The data in figure 20 seems to indicate that the sudden increase in stress from the approaching work week from Sunday to Monday affects people's mood, energy level, and quality of sleep in a negative way. I cannot declare this as truth at this point. It needs further validation, but it is a fair hypothesis for further testing.

This question posed some problems as well. Some of the participants indicated that with our MVP (paper) Reflection Exercise packet, they like to either keep it at work or at home and do it once per day as instructed. However, the quality of sleep question is best answered in the morning about the night before, and all the other questions are best answered in the evening, towards the end of the day. So the participants were forced to carry the paper packer with them or answer some of the questions when it was a poor time to do so. Many participants also told me that they felt differently throughout the day and wished they could

evaluate themselves as often as they needed. This was a pretty big problem for the eight-week trial, but it will be solved in the final application where everything is on a smartphone, and the software will allow for multiple entries per day.

Finally, the data collected supports the hypothesis that meditation practiced daily over eight weeks will improve a person's quality of sleep. However, as mentioned before, this eight-week trial had many uncontrolled variables, so all the data collected is preliminary data that needs further validation to support the findings. However, logic and personal experience agrees with the findings thus far.

Reflections and Criticisms about the Eight-Week Trial

One criticism I have of this experiment was not having a control group for the Reflection Exercises. Again, I was trying to tread lightly about how much I was asking of Neas Energy A/S during this time in order to follow their rules and respect their time/financial limits for Headstrong's research. However, it would have been valuable to see if a control group's results would have trended in the same way as the participant group's. This would have given clearer data as to how much practicing meditation caused the hypothesized results to occur.

Another criticism about the Reflection Exercises is it is centered around self-evaluation, and not harder data such as measuring heart rate and blood test analysis to determine stress levels. Of course, this was a MVP trial so these types of measuring methods were out of reach for us and would have been very invasive for the trial participants. However, it has sparked a discussion about making the final Headstrong application compatible with different monitoring wearables, such as Fit-bits, to include heart rate and sleep analysis and other physiologic measurements if the end user wishes.

The self-evaluation method used in the eight-week trial Reflection Exercises also has the possibility that the trial participants could see their prior days on the paper as they evaluated their current days and subconsciously recorded higher results throughout the eight weeks because the "wanted" to feel better than in the beginning of the trial. While this is possible, it does not seem very likely since the participants' answer varied so much throughout each week.

Even though the participation dropped throughout the trial (figure 10), the average participation was 44%; this is in reference to the percentage of the participants who did one meditation exercise per day throughout the eight-week trial. However, a more realistic average participation would only calculate weeks 2-7 of the trial, because in week 1 the participants were excited and curious about the meditation exercises and the number of views was greater than the number of times they performed a meditation exercise. This

was disclosed to me after the trial. The average participation rate in weeks 2-7 was 36%; this is in reference to the percentage of the participants who did one meditation exercise per day throughout the eight-week trial.

At first, I was discouraged by this number. When I presented it to the Neas Energy A/S HR department manager, Rikke Alkert, she was impressed with the participation rate. She did not think I would have been able to get more than a couple employees to volunteer for the trial, and she did not think a little over one third of the participants would actually use the meditation exercises every day.

Alkert and I are satisfied with the results of the eight-week trial participation rate, because of a few factors:

- Even though we (Headstrong) had our reasons for making a low-tech MVP version of our concept for the eight-week trial, it was very inconvenient to use. To perform a meditation exercise, a trial participant had to find the weekly e-mail I sent them, click the meditation exercise they wanted to perform, and then have to deal with YouTube to perform the meditation exercise. YouTube presented problems, because if a smartphone is put to sleep mode while YouTube is playing, it stops the video, therefore interrupting the meditation exercise.
- There were no offline options for trial participants on vacation.
- The meditation exercise quality was not professional grade.
- A few participants told me after the trial that they meditated every day, but they used a meditation application on their phone instead of my meditation exercises. So they were not included in the calculations
- This trial focused on the older Headstrong plan of selling mindfulness meditation to businesses, but our new focus is performance priming. Since performance priming uses the core of meditation, but is more science based than spiritual based, Alkert, Vestermark, the trial participants, and Headstrong are more excited about the product. The new Headstrong is more relatable for corporate Denmark.

So, those were some reasons why I believe we will have a much higher participation rate when we test again with Neas Energy A/S with a higher-tech product. However, there are also some factors which raise concerns about this assumption. For example, everyone who participated in the eight-week trial was a volunteer. Their either heard our pitch at the stress meeting mentioned earlier or read our information document on the Neas Energy A/S intranet. So, out of the 253 employees at Neas Energy A/S, 21 volunteered to participate in the eight-week trial, and out of those, 36% participated every day throughout the eight-week trial.

I see different ways to look at the trial participant group. In one case, they were the most willing group of people in Neas Energy A/S to try a meditation product, and it is a bad sign that out of these 21 people, only

36% truly committed to participating. However, in another case, the trial participants were the nicest people in Neas Energy A/S who wanted to help a student in his thesis experiment, and were willing to go through the interviews, surveys, meetings, and trial materials for eight weeks to help me. In this case, the volunteer rate may have looked a lot better if I had a functioning application that they simply needed to download and use without all the experiment obligations. With all things considered, I feel confident that we will have more success with our high-tech trial in the future.

Another positive outcome of this eight-week trial is the data generated by the Reflection Exercises. I think it is common cultural knowledge in Denmark (and the United States where I am from) that people are not very excited for Mondays compared to Fridays or Saturdays. The Reflection Exercise data supported this general truth, but it also gave the Neas Energy A/S HR department hard numbers to work with and vast numbers of possibilities for how to use this data. It is difficult to improve something with data. As mentioned in the Pain section above, HR departments need this data to effectively do their jobs today.

Data generated using our final application could be used to make decisions about, monitor, or manage:

- Change management
- Monitoring employee well-being throughout the year
- Strategically organizing morale boosters for employees
- Testing the effect of other initiatives to reduce stress and/or increase employee satisfaction
- Validating changes made in the organization for a positive reaction over time such as:
 - New layout, policy to increase happiness, etc.

One of the main problems this data showed was the higher stress and worse mood, energy level, and quality of sleep on Mondays. The good news for Headstrong and its clients is this is a problem we want to attack directly. Our goal is to use performance priming exercises, coaching, and education to reduce the gap between Sunday and Monday that most people experience every week. (Banzhaf, 2015)

The main result Headstrong achieved from performing this eight-week MVP trial, was securing further collaboration with Neas Energy A/S. Alkert, agreed to an indefinite continuing collaboration with Headstrong. From the entrepreneurial aspect, this was the most valuable achievement Headstrong took away from the trial.

3-Year Plan

Seeking Investment

Banzhaf and I plan to seek investment for Headstrong in September. We are planning to apply to a Danish Innovation organization that is funded by the Danish government. We will be applying for grants in the meantime. Over the next three months, we have some specific goals to increase the value of Headstrong so we can get a higher valuation in September:

- Hire a CTO. Once we have a technical co-founder, our chances of success increase.
- Form an advisory board. We will have more traction and increase our chances for success with an advisory board to back us up. We have five candidates in mind to fill this role:
 - An entrepreneur with a successful company exit who now works as an intrapreneur at a global business innovation company.
 - A Neas Energy A/S leader who aspires to advise start-up CEO's. He has experience on advisory boards, HR departments, corporate management, and works for our first customer.
 - An HR Executive for a large company in California.
 - A Neurobiology researcher from Aalborg University
 - A serial entrepreneur in Copenhagen
- Get paying jobs as Performance Priming consultants. When we can generate revenue, it will validate the business and increase the company's value.

One of our advisors, Mark Rosener, formerly of Spinin, advised us to seek funding from this innovation organization. This was the path he took when created his company and performed a successful exit later. His company was similar in structure to Headstrong, although it was a technology for a much different purpose. He recommended that we seek two million Danish kroner in funding. The way the innovation fund works is they take 20%-35% equity in a company and provide the funding. The start-up must then pay the money back two fold in three years, and then the start-up has bought their equity back. This means that if we received two million Danish kroner in funding for 35% of Headstrong, we can buy the equity back for four million Danish kroner and own 100% of Headstrong again. Rosener has extensive experience working with start-ups and experience seeking investment. So I am basing my investment calculations and 3-year plan off of these assumptions.

Financial Projections

Headstrong will have two revenue streams:

- The monthly subscriptions from the HeadstrongPro mobile application

- Headstrong Performance Priming Consultancy jobs

The monthly subscription rate for the HeadstrongPro mobile application is:

200 kr. per user per month

The financial projections are calculated under the assumption that Headstrong will have Neas Energy A/S as a first customer, and every month Headstrong has an average net gain of 20 users. (APPENDIX 13)

The financial projections are also calculated under the assumption that Headstrong will have a revenue of one million Danish kroner from the Headstrong Performance Priming Consultancy service. A detailed breakdown of the consultancy services and can be found below in figures 21, 22, and 23. The price per day is listed as 6,500 DKK; however, Neas Energy A/S asked us to make them some estimates for our consultancy services, and we quoted very low estimates for them due to all of their help in our collaboration. The real per day price will be 12,000-15,000 DKK when we go outside of Neas Energy A/S. These higher prices were recommended by Banzhaf's advisors due to his unique combination of skills and the ability to go after extremely high profile clients.

The figures below show Headstrong's financial projections and break-even analysis for the next three years.

Work days & Pricing

Element		Priming 1	Priming 2
Workshop 1	Blueprint	3	3
	Execution	1	1
Workshop 2	Blueprint	3	3
	Execution	1	1
Workshop 3	Blueprint		3
	Execution		1
Margin for adjustments 15%		1	2
# of work days		9	14
Daily rate in dkk		6500	6500
Price in dkk		59800	89700
Discount because of Headstrong-collaboration		-10 %	-10 %
Price in dkk		53820	80730

Price examples 1-1 coaching (2018)

# of sessions per intern	3	4	5	6
Preparation (factor 0,5)	1,5	2	2,5	3
# of work days	5	6	8	9
Daily rate in dkk	6500	6500	6500	6500
Price in dkk	29250	39000	48750	58500
Discount because of Headstrong-collaboration	-10 %	-10 %	-10 %	-10 %
Price in dkk	26325	35100	43875	52650

Arbejdsdage & pris

	<i>BasisPriming</i>	<i>ElitePriming</i>
Fase 1: Udarbejdelse af design	6	6
Fase 2: Udarbejdelse af blueprint	6	14
Fase 3: Eksekvering (workshops, individuel coaching, opfølgning etc)	12	20
Margin til løbende tilpasning 15%	4	6
Arbejdsdage ialt	28	46
Dagspris i dkk	6500	6500
Pris i dkk	179400	299000
Afslag pga HeadStrong-samarbejde	-10 %	-10 %
Pris i dkk	161460	269100

Expenses before Taxes				
	Units	2018	2019	2020
Domain Fee	DKK/year	804	804	804
Application Fee (AppStore)	DKK/year	800	0	0
Payment System	DKK/year	10,996	16,450	21,924
Marketing	DKK/year	25,000	100,000	600,000
Application Development	DKK/year	250,000	0	0
IT Maintenance (reflected in the salary category)	Founder	0	0	0
Salaries	DKK/year	720,000	720,000	1,440,000
Legal	DKK/year	10,000	25,000	50,000
Travel Costs	DKK/year	10,000	20,000	30,000
Total expenses per year		1,027,600	882,254	2,142,728
Cumulative total		1,027,600	1,909,854	4,052,582

Figure 21: Anticipated Headstrong expenses for the next three years

Profit			
	2018	2019	2020
Total Cumulative Revenue	1,909,136	5,380,328	10,427,528
Taxes (22%)	420,010	1,183,672	2,294,056
Calculated Expenses	1,027,600	1,909,854	4,052,582
Total Expenses	1,447,610	3,093,526	6,346,638
Cumulative Profit	461,526	2,286,802	4,080,890

FIGURE 22: Anticipated Headstrong Profits for the next three years

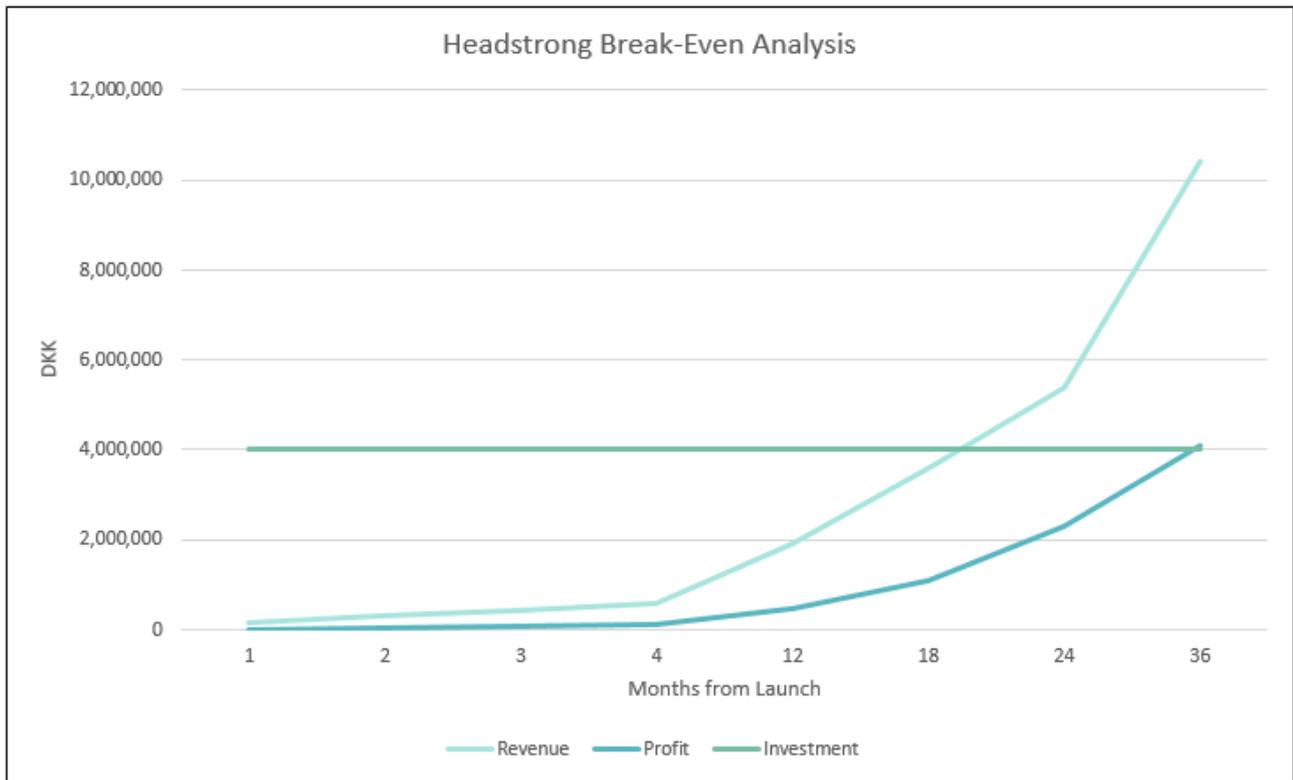


Figure 23: Break-even analysis for Headstrong

According to this analysis, if my previous assumptions hold true, Banzhaf, our future CTO, and I can take a 20,000 DKK monthly salary, and Headstrong will still be able to buy back the 35% equity from the innovation organization on the 3-year anniversary of launch Headstrong.

Conclusion

This has been a semester of adversity, adventure, hard work, and experimentation. I lost one partner in business and gained another. I hired my first intern team and ran a good sized experiment at a prestigious company. I learned a lot about how to deal with things that I cannot control, such as variables I did not account for in the Neas Energy A/S eight-week meditation trial or team changes. It has been extremely rewarding to end the semester with my accomplishments, and without giving up when it got tough. It was a great experience to cultivate so many relationships with the Neas Energy A/S trial participants and advisors, and to see the Headstrong concept being accepted where many people told me it would be too weird. After performing well at Neas Energy A/S, I look forward to the opportunities our continued collaboration will provide as Headstrong begins to move into the Acceleratin phase of development, including the possibility of paying consultancy work.

I am optimistic about Headstrong's future and plan to pursue Headstrong after graduating the Entrepreneurial Engineering program. I am also optimistic that the financial projections are accurate, and that Headstrong will be a thriving business in a few years. I am grateful for all of the teachers and supervisors I have encountered during my time studying in the Entrepreneurial Engineering program, without them, none of this would have been possible. I hope to officially launch the HeadstrongPro performance priming application by New Year's Day 2018 and begin the Headstrong consultancy work even sooner. I will work hard to help make as many people as I can Headstrong!

Work Cited

- American Psychological Association. American Psychological Association, n.d. Web. 01 June 2017.
- Arnsten AFT (2009). "Stress signalling pathways that impair prefrontal cortex structure and function". *Nature Reviews Neuroscience* 10, pp.410-422.
- Arteaga, Remy, and Joanne Hyland. *Pivot: How Top Entrepreneurs Adapt and Change Course to Find Ultimate Success*. Hoboken, N. J.: Wiley, 2014. Print.
- Baldwin M, Way J, Creswell D (2010). "Dispositional mindfulness and depressive symptomatology: correlations with limbic and self-referential neural activity during rest". *American Psychological Association*, vol. 10, no.1, pp.12-24.
- Banzhof, Johan. *Performance Priming: How Science Validates a Culture of Engagement as the Ultimate Business Advantage*. Aalborg, 2015.
- Bashford, Suzy (2012). " Staying calm: it's the thought that counts." *Occupational Health*, Vol. 64 Issue 6, p21 3p.
- Carroll, Douglas. *Health Psychology: Stress, Behaviour and Disease*. London: Falmer, 1992. Print.
- Covey, Stephen R. *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. New York: Simon & Schuster, 2014. Print.
- Ferriss, Timothy. *The 4-hour Workweek: Escape 9-5, Live Anywhere, and Join the New Rich*. New York: Harmony, 2012. Print.
- Ferriss, Timothy. *Tools of Titans: The Tactics, Routines, and Habits of Billionaires, Icons, and World-class Performers*. Boston: Houghton Mifflin Harcourt, 2017. Print.
- Hölzel BK, Carmody J, Karleyton C. Evans KC et al (2010). "Stress reduction correlates with structural changes in the amygdala". *Social Cognitive and Affective Neuroscience* 5, no.1.
- Hölzel BK, Carmody J. Vangel M, Congleton C, Yerramsetti SM, Gard T, Lazar SW (2011). "Mindfulness practice leads to increases in regional brain gray matter density". *Psychiatry Research: Neuroimaging* vol.191, issue 1, pp.36-43, 30 January 2011.

Jarvis, Chase. "12 Secrets for Unlocking Your Most Creative Work | Chase Jarvis Photography." Chase Jarvis Blog. N.p., 20 Aug. 2014. Web. 01 June 2017.

Kotler, Philip, and Gary Armstrong. Principles of Marketing. Hoboken: Pearson Higher Education, 2016. Print.

Krasner MS, Epstein RM, Beckman H, Suchman AL, Chapman B, Mooney CJ, Quill TE (2009). "Association of an educational program in mindful communication with burnout, empathy, and attitudes among primary care physicians. MD Clinician's Corner JAMA. 2009; 302(12): pp.1,284-1,293. doi: 10.1001/jama.2009.1384.

MacKenzie CS, Poulin PA, Seidman-Carlson R (2006). "A brief mindfulness-based stress reduction intervention for nurses and nurse aides". Applied Nursing Research 19 pp.105-109.

McCandless, David. "What Is Meditation / Mindfulness Good For? — Information Is Beautiful." Information Is Beautiful. N.p., n.d. Web. 01 June 2017.

"Mindfulness Interview with Ulla Vestergaard." Interview by Ulla Vestergaard. Live Interview. Aalborg, Denmark, Oct. 2016.

"Paleo Living And The Sleep-Stress Cycle | Paleo Leap." Paleo Leap | Paleo Diet Recipes & Tips. N.p., 24 Mar. 2017. Web. 01 June 2017.

Publications, Harvard Health. "Blue Light Has a Dark Side." Harvard Health. N.p., n.d. Web. 01 June 2017.

Sinek, Simon. Start with Why: How Great Leaders Inspire Everyone to Take Action. London: Portfolio/Penguin, 2013. Print.

Stressforeningen.dk, 2015; N.p., n.d. Web.

Sygdomsbyrden I Danmark. N.p., n.d. Web. 01 June 2017.

Tang YY, Posner MI (2008). "The neuroscience of mindfulness". The Neuroleadership Journal 1: pp33-37.

Appendix

Appendix 1

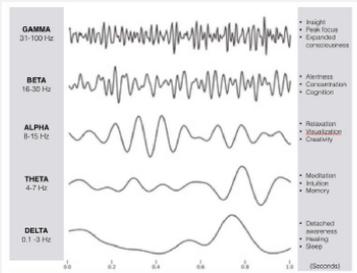
<h3>Headstrong</h3> <p>Strengthen Your Mind</p>	<h3>What is Headstrong?</h3> 	<p><i>Our concept is modernizing meditation for western companies.</i></p> <ul style="list-style-type: none"> Headstrong is your daily mental training solution, to guide you in strengthening your brain and managing your stress in as little as 10 minutes per day! We are a start-up company in the design and experimental phase of development. We are collaborating with Neas Energy to co-create an amazing product. 	
<h3>The Founders</h3> 	<p>Travis James Mathers</p> <p>Background: Bachelor in Biology and Chemistry; currently studying MSc. Entrepreneurial Engineering at AAU</p> <p>Motivation: I am a former division I collegiate athlete in competitive swimming from the United States. I used to use meditation to mentally prepare myself for competitions in order to perform at my highest level.</p> <p>Now I use meditation as a healthy habit to manage stress and to keep myself focused and balanced. Practicing meditation helps me keep a good perspective of what is really important in my life and gives me the competitive edge I desire to be as successful as possible.</p>	<h3>The Founders</h3> 	<p>Kristian Egede Nielsen</p> <p>Background: Bachelor in Engineering; currently studying MSc. Entrepreneurial Engineering at AAU</p> <p>Motivation: I am a drug and gambling addict since 2008, and through addiction-societies and working with the 12-step program, I have learned how 'alternative' methods, such as meditation, can positively change my mind and my life!</p> <p>In addition, I am diagnosed with general anxiety, and I have suffered from two depressions. Practicing meditation as a daily routine makes my brain much more resilient to, and able to cope with, my negative thoughts. Thanks to meditation, I am able to live a full, happy, and ambitious life!</p>
<h3>How does meditation work?</h3> 	<ul style="list-style-type: none"> Meditation is simply about training your mind to be aware of your thoughts and emotions, and accepting them instead of trying to control them. Through the exercise of meditation you will gain greater insight of yourself and become more aware of what your mind is doing. Headstrong's goal is to change the perception of meditation from that of an ancient discipline to a modern way of strengthening your mind and keeping your life in balance. We will do this through quantitatively researching the elements of meditation which give the best results, and by emphasizing meditation exercises designed for performance in the workplace 	<h3>Boost Your Brain!</h3> 	<p>There have been many prestigious university studies recently published by Forbes magazine, Business Insider, and the Harvard Business Review, proving that meditation improves your brain in many ways! In fact, practicing meditation has been proven to increase:</p> <ul style="list-style-type: none"> Focus, concentration, ability to sleep, decision-making, short-term planning, and strategic decision-making <p>As well as:</p> <ul style="list-style-type: none"> Positive emotions in your brain, such as happiness, calmness, and tolerance <p>Some of the first-movers in integrating meditation into their corporations include Google, Apple and Nike. These companies are often allowing their employees to meditate during working hours to gain these great benefits of meditation, and even have special rooms for this purpose!</p>
<h3>Fortify Your Mind</h3> 	<p>According to psychologist Lotte Kappelskov Davidsen and mindfulness coach Ulla Vestergaard, healthcare professionals today have become aware of the effect that meditation can have on those who are affected by stress, anxiety, and depression. Doctors and psychologists now often recommend that their patients see a meditation coach to aid in their treatment.</p> <p>Practicing meditation has been scientifically proven to:</p> <ul style="list-style-type: none"> Decrease stress, anxiety and depression Limit and decrease the symptoms of these disorders Decrease negative emotions in your brain, and make your brain more resilient to stress factors in your life <p>Even for those who are not suffering from one of these disorders, meditation is a great way to proactively strengthen your mind against stress, anxiety, and depression.</p>	<h3>Managing Stress</h3> 	<p>Stress is a natural result of overcommitting or working above your natural limits without knowing when it will stop. People have different limits, and therefore, different reactions.</p> <p>The graph below illustrates the four stress zones that most people experience. Headstrong's purpose is to equip people with another tool, in combination with a good diet, physical exercise, and getting enough sleep, to avoid entering the red zone. We want to help people stay mentally strong by practicing meditation.</p> 

<h3>When is The Right Time to Start Meditating?</h3> 	<p>It is never too late nor too early to make yourself Headstrong! Your brain works in the same way as your body. The more you train it, the stronger and more durable it becomes! Just like the body the effects of meditation can actually be measured in the brain. The center for learning, the hippocampus, has been proven to grow from meditation. Meditation actually makes you smarter!</p> <p>Meditation is for everyone! There are amazing benefits to gain whether you already feel great or if you have been struggling for a while. Another amazing quality of meditation is that you can practice meditation anywhere and for as little as 10 minutes per day!</p>	<h3>Headstrong's collaboration with Neas Energy</h3>  <p>Headstrong is seeking help from business professionals to develop, test, and give feedback on our concept, design, content, and the experience of working with Headstrong.</p> <p>It is also important for Neas Energy to be innovative and competitive, and our collaboration is one way of accomplishing this.</p> <p>Neas Energy wants to give their employees the best opportunity for maintaining a high level of mental health and well-being while working at Neas Energy</p>
<h3>Headstrong Product Test</h3> 	<p>Contact Headstrong before the end of January 2017 to sign up for the product test in February. We are looking for 8-12 participants who are willing and excited to use our product to make themselves Headstrong.</p> <p>All individual test results will be completely confidential.</p> <p>We will share the overall results with Neas Energy, but no individual information or results.</p> <p>The product test that Headstrong will be performing in collaboration with Neas employees will take place over 8 weeks, starting in the middle of February, 2017.</p> <p>The participants will experience the following:</p> <ul style="list-style-type: none"> • A stress assessment before and after the 8-week test (about 1 hour) • A 1.5 hour theoretical lecture on meditation by Mindfulness Aalborg • Daily meditation exercises in the form of 10 minute audio files • Daily 1-minute reflection exercise, to track progress during the 8 weeks. 	<h3>Thank You!</h3> <p>Please feel free to contact us with any questions or comments you have. We are looking forward to meeting and working with you!</p> <p>Contact Information:</p> <p>Travis James Mathers: 72 69 16 21 - Tmathe15@student.aau.dk (English)</p> <p>Kristian Egede Nielsen: 25 39 39 14 - Knia1@student.aau.dk (Danish and English)</p>

Appendix 2

<h2>Headstrong</h2> <p>Strengthen Your Mind</p>	<h3>The Agenda</h3> <ul style="list-style-type: none"> - Who are we? - Pain & solution - Why are we working with Neas? - Why are you here? - The eight-week experiment - How to use the content? - Alternative relaxation methods - What do we expect from you? - How do we get started?
<h3>Who are we?</h3> <p>Headstrong Modernizing Meditation</p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="363 1547 469 1697">  <p>Travis James Mathers</p> <ul style="list-style-type: none"> • 28 years old • former division I collegiate athlete in swimming • Using meditation to prepare for the best performance </div> <div data-bbox="523 1547 628 1697">  <p>Kristian Egede Nielsen</p> <ul style="list-style-type: none"> • 26 years old • Gambling and drug addict • Using meditation to restore balance and fight addictions/anxiety/depression </div> </div>	<h3>Pain & Solution</h3> <div style="display: flex; justify-content: space-around;"> <div data-bbox="1007 1547 1086 1630"> <p>The Pain</p> <p>35,000 miss work every day</p> </div> <div data-bbox="1114 1547 1193 1630"> <p>19 will be diagnosed with an anxiety</p> </div> <div data-bbox="1220 1547 1300 1630"> <p>11.5 Million additional sick days 27 Billion Kr.</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div data-bbox="1007 1682 1086 1765"> <p>The Solution</p> <p>Meditating for 10 minutes each day</p> </div> <div data-bbox="1114 1682 1193 1765"> <p>Simple reflection exercise <1 minutes</p> </div> <div data-bbox="1220 1682 1300 1765"> <p>Proactively improving your mental resilience</p> </div> </div> <p><i>"Meditation allows for conscious thinking in the prefrontal cortex, which may reverse the pattern of brain activity under stress."</i></p>

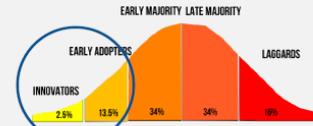
Pain & Solution



Headstrong

Why are we working with Neas Energy?

CLASSIC ADOPTION CURVE



Neas Energy A/S

- Very knowledge-intensive company
- Employees are the most valuable asset
- Replacing an employee is the least favorable option

Headstrong

Why are you here?

You might be here because of:

- Curiosity, what is this sorcery?
- Feeling stressed, lacking motivation etc.
- Staying ahead of potential disorders – stress cannot catch me!
- Recommendations from your doctor, psychologist, friends, family, etc.
- Previous experience with stress, depression or other mental disorders
- I feel good, but good is not good enough for me!

Regardless of reasoning, the answer is the same: Meditation

Headstrong

What will you experience the next 8 weeks?

The Experimental Design

Before Week 1: Take an online stress evaluation (about 5 min.) and send us the results (everything is anonymous)

Week 1: Three Meditation exercises (Daily Exercise, one for sleep, and S.O.S)

Week 2: Additional 10-minute exercise(s)

Week 3: Introduction of a 15-minute exercise

Week 4: New exciting content!

Week 5: Introduction of a 20-minute exercise

Week 6: New exciting content! (Perhaps even more exciting!)

Week 7: New exciting content! (Hold on tight, it is exciting...)

Week 8: Last week of new meditation content. (Finally...)

All of the content will be accessible through your @neasenergy.com.email

Headstrong

How do you use the content?

Stress Evaluation

Step 1: Go to <http://www.15minutesame.com>

Step 2: Press: [Click here to get the test](#)

Step 3: Fill in the multiple-choice test

Step 4: Receive your results from the test

Step 5: Take a screenshot of your results and submit them to us via email

YouTube.com

Kristian Egde Nielsen

Good afternoon,

Thank you for taking care of your mental health by using the Mindfulness for Beginners for the 8 weeks, you will see that by listening to meditation.

Here is a video of the course: [Mindfulness for Beginners](#)

Step 1: Listen to the course: [Mindfulness for Beginners](#)

Step 2: Listen to the course: [Mindfulness for Beginners](#)

Step 3: Listen to the course: [Mindfulness for Beginners](#)

Step 4: Listen to the course: [Mindfulness for Beginners](#)

Step 5: Listen to the course: [Mindfulness for Beginners](#)

Should hesitate to contact us if you have any questions about the test, content, etc.

Have a wonderful day!

Kristian Egde Nielsen

Daily Reflection Sheet

Step 1: Get your 12-page long sheet, covering the 8 weeks

Step 2: Read the first three introduction pages

Step 3: Find the current week-sheet

Step 4: Answer the questions by drawing a circle, and a little typing...

Introducing the Alternative Relaxation Methods



We will first describe each method, and then show you how each method can be integrated into your daily life.

1. One Mindful Breath (Five second commitment)
2. Loving-Kindness Challenge (Ten second commitment)
3. Stress and Anxiety-reducing Music (Playlist suggested by neuroscientists)
4. Grateful-list (Daily writing exercise; 2 minute commitment)

Headstrong

What do we expect from you, during the 8-week test?

We expect the following:

- That you will meditate for 10 minutes each day, for the next 8 weeks
- That you will fill out the reflection sheet every day

We hope for the following:

- That you will never hesitate to contact either of us, with any question you might have
- That you will experience that meditation becomes your mental free-time, where you can truly relax

Headstrong

So how do we get started?

- Any and every data submitted by the participants will be 100% anonymous. We will use "participant numbers" for results in Thesis, never names.

- We have a 'Mindfulness for Beginners' lecture with Ulla Vestergaard, founder of Mindfulness Aalborg

- We will email you the stress evaluation after this meeting today

- We will have a short wrap-up and Q/A after the lecture

- Starting from Monday next week, you will find the first 10-minute exercises links in your @neasenergy.com email

Contact information:

Travis James Mathers: 71 69 06 21 - travm@student.aau.dk (English)

Kristian Egde Nielsen: 55 23 22 14 - kris11@student.aau.dk (Danish and English)

Headstrong

Headstrong

Reflection Exercises

Name: _____

Reflection Exercise Guide

Welcome to the Headstrong Reflection Exercise! Reflecting on how you feel each day is a very quick and easy-to-use addition to our product that will give you a boost in the benefits you feel from practicing meditation!

This document is to be used every day throughout the 8-week Headstrong meditation trial. At some point each day, please fill out that day's questionnaire box. It will take less than one minute and will provide valuable data to help us improve our product and give you statistics of your progress over the 8 weeks of meditation. Headstrong will calculate your results directly after the 8-week trial, and share the results with you.

Below you will find an explanation of how each reflection question should be approached. Please read this brief section in order to get the best understanding of how to use the reflection exercises.

Privacy Notice: All data collected by Headstrong during this meditation trial will be kept confidential. There will be no names associated with any data. Headstrong deeply values the participation of everyone involved in this trial and their right to keep their information private.

Reflection Exercise Explanations

“How are you feeling today? (general mood)”

- This question is meant to assess your overall mood. It is based on a 1-10 scale with a score of 1 being the lowest or worst mood, and a score of 10 being the highest or best mood.
 - A score of 1 means that you do not feel well; perhaps you are sad, angry, depressed, anxious, or very unmotivated, etc.
 - A score of 5 is an average mood; you are having a normal day, not feeling overly sad or overly happy, just average, etc.
 - A score of 10 indicates you are in an amazing mood that day, the best you can possibly feel; perhaps you are at your maximum energy level, extremely happy or motivated, “on top of the world”, etc.
 - The numbers in between indicate the different levels of possible moods.
 - Please circle one number each day on the reflection exercise.

1

2

3

4

5

6

7

8

9

10



- If something significant has happened to you recently, please circle “Yes”, and then very briefly explain the situation. For example, “I won a free vacation”!

Thank you for your participation, and for choosing to become Headstrong!

Week 1 Reflections

Monday - 20/2/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?

Yes No *(if yes, please elaborate)*

Wednesday - 22/2/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?

Yes No *(if yes, please elaborate)*

Tuesday - 21/2/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?

Yes No *(if yes, please elaborate)*

Thursday - 23/2/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?

Yes No *(if yes, please elaborate)*

Week 1 Reflections

Friday - 24/2/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Saturday - 25/2/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Sunday - 26/2/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?

Yes No *(if yes, please elaborate)*

Week 2 Reflections

<p>Monday - 27/2/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>	<p>Wednesday - 1/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>
<p>Tuesday - 28/2/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>	<p>Thursday - 2/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>

Week 2 Reflections

Friday - 3/3/17	Saturday - 4/3/17
<p>How are you feeling today? (general mood)</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>How are you feeling today? (general mood)</p> <p>1 2 3 4 5 6 7 8 9 10</p>
<p>How is your energy level today?</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>How is your energy level today?</p> <p>1 2 3 4 5 6 7 8 9 10</p>
<p>What is your stress level today?</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>What is your stress level today?</p> <p>1 2 3 4 5 6 7 8 9 10</p>
<p>What was your quality of sleep last night?</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>What was your quality of sleep last night?</p> <p>1 2 3 4 5 6 7 8 9 10</p>
<p>Are you physically ill today? Yes No</p> <p><i>(if yes, please elaborate)</i></p>	<p>Are you physically ill today? Yes No</p> <p><i>(if yes, please elaborate)</i></p>
<p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?</p> <p>Yes No <i>(if yes, please elaborate)</i></p>	<p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?</p> <p>Yes No <i>(if yes, please elaborate)</i></p>

Sunday - 5/3/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

Week 3 Reflections

<p>Monday - 6/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>	<p>Wednesday - 8/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>
<p>Tuesday - 7/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p>	<p>Thursday - 9/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p>

Week 3 Reflections

Friday - 10/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Saturday - 11/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Week 4 Reflections

Monday - 13/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Wednesday - 15/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Tuesday - 14/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Thursday - 16/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Week 4 Reflections

<p>Friday - 17/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>	<p>Saturday - 18/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>
--	--

Sunday - 19/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Week 5 Reflections

Monday - 20/3/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?

Yes No *(if yes, please elaborate)*

Wednesday - 22/3/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No

(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?

Yes No *(if yes, please elaborate)*

Tuesday - 21/3/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

Thursday - 23/3/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

Week 5 Reflections

Friday - 24/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Saturday - 25/3/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Week 6 Reflections

Monday - 27/3/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

Wednesday - 29/3/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

Week 6 Reflections

<p>Friday - 31/3/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>	<p>Saturday - 1/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>
--	---

Sunday - 2/4/17

How are you feeling today? (general mood)
1 2 3 4 5 6 7 8 9 10

How is your energy level today?
1 2 3 4 5 6 7 8 9 10

What is your stress level today?
1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?
1 2 3 4 5 6 7 8 9 10

Are you physically ill today? Yes No
(if yes, please elaborate)

Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad?
Yes No *(if yes, please elaborate)*

Week 7 Reflections

<p>Monday - 3/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>	<p>Wednesday - 5/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>
---	--

<p>Tuesday - 4/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p>	<p>Thursday - 6/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p>
--	---

Week 7 Reflections

<p>Friday - 7/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>	<p>Saturday - 8/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p> <p>How is your energy level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What is your stress level today? 1 2 3 4 5 6 7 8 9 10</p> <p>What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10</p> <p>Are you physically ill today? Yes No <i>(if yes, please elaborate)</i></p> <p>Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i></p>
<p>Sunday - 9/4/17</p> <p>How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10</p>	

Week 8 Reflections

Monday - 10/4/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

Wednesday - 12/4/17

How are you feeling today? (general mood)

1 2 3 4 5 6 7 8 9 10

How is your energy level today?

1 2 3 4 5 6 7 8 9 10

What is your stress level today?

1 2 3 4 5 6 7 8 9 10

What was your quality of sleep last night?

Week 8 Reflections

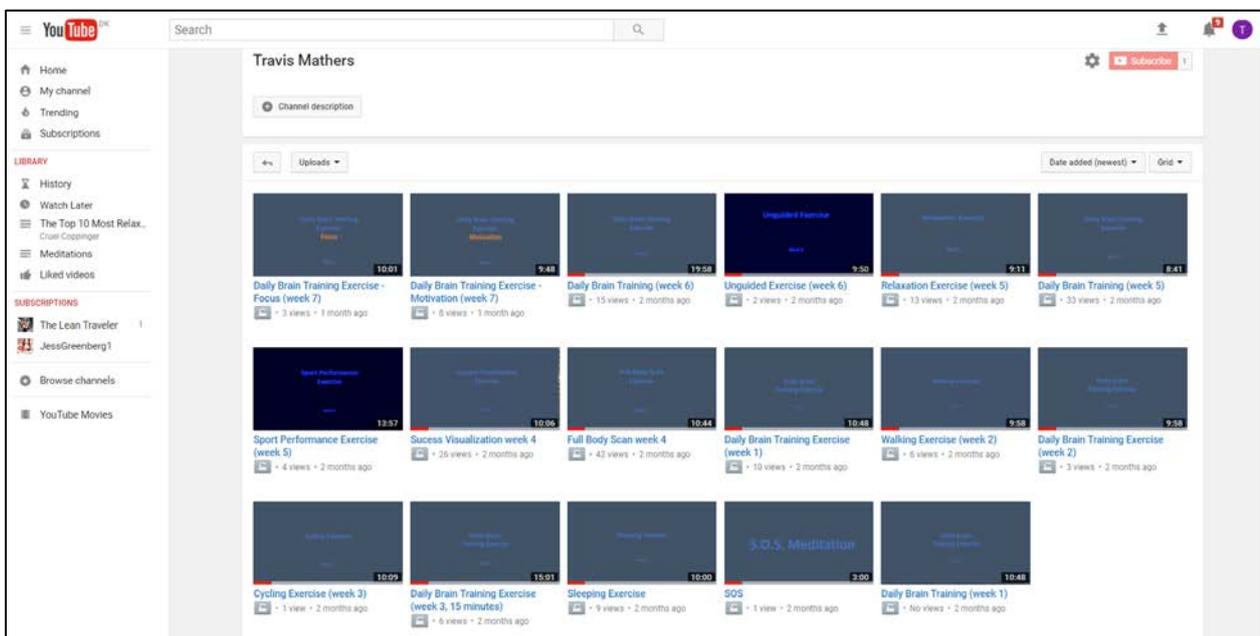
Friday - 14/4/17	Saturday - 15/4/17
How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10	How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10
How is your energy level today? 1 2 3 4 5 6 7 8 9 10	How is your energy level today? 1 2 3 4 5 6 7 8 9 10
What is your stress level today? 1 2 3 4 5 6 7 8 9 10	What is your stress level today? 1 2 3 4 5 6 7 8 9 10
What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10	What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10
Are you physically ill today? Yes No <i>(if yes, please elaborate)</i>	Are you physically ill today? Yes No <i>(if yes, please elaborate)</i>
Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i>	Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i>

Sunday - 16/4/17
How are you feeling today? (general mood) 1 2 3 4 5 6 7 8 9 10
How is your energy level today? 1 2 3 4 5 6 7 8 9 10
What is your stress level today? 1 2 3 4 5 6 7 8 9 10
What was your quality of sleep last night? 1 2 3 4 5 6 7 8 9 10
Are you physically ill today? Yes No <i>(if yes, please elaborate)</i>
Has anything significant occurred in your life that has had a large impact on you, whether it is good or bad? Yes No <i>(if yes, please elaborate)</i>

Congratulations!

You have now completed the
8-week Headstrong program!

Appendix 4



The screenshot displays the YouTube channel page for Travis Mathers. The channel name is prominently displayed at the top. Below the channel name, there is a 'Channel description' button. The main content area shows a grid of video uploads, sorted by 'Date added (newest)'. The videos are organized into rows and columns, each with a thumbnail, title, and view count.

Video Title	Duration	Views	Posted
Daily Brain Training Exercise - Focus (week 7)	10:01	3 views	1 month ago
Daily Brain Training Exercise - Motivation (week 7)	9:48	8 views	1 month ago
Daily Brain Training (week 6)	19:58	15 views	2 months ago
Unguided Exercise (week 6)	9:50	2 views	2 months ago
Relaxation Exercise (week 5)	9:13	13 views	2 months ago
Daily Brain Training (week 5)	8:41	33 views	2 months ago
Sport Performance Exercise (week 5)	12:57	4 views	2 months ago
Success Visualization week 4	10:06	26 views	2 months ago
Full Body Scan week 4	10:44	42 views	2 months ago
Daily Brain Training Exercise (week 1)	10:43	10 views	2 months ago
Walking Exercise (week 2)	9:53	6 views	2 months ago
Daily Brain Training Exercise (week 2)	9:58	3 views	2 months ago
Cycling Exercise (week 3)	10:09	1 view	2 months ago
Daily Brain Training Exercise (week 3, 15 minutes)	15:01	6 views	2 months ago
Sleeping Exercise	10:00	9 views	2 months ago
SOS	3:00	1 view	2 months ago
S.O.S. Meditation	10:48	No views	2 months ago
Daily Brain Training (week 1)	10:48	No views	2 months ago

Appendix 5

Hello Everyone,

I hope you had a fun and relaxing weekend! Included in this mail are:

- The links to the new, **week 7**, brain training exercises, plus all of the previous exercises
- The link to the relaxing music playlist
- The Alternative Relaxation Techniques (attached)

New in week 7 are two new Daily Brain Training Exercises to choose from; one focuses on MOTIVATION and the other aims to improve FOCUS! Of course, you are still only required to do one exercise of your choice each day. I hope you enjoy the new exercises on your journey to becoming HEADSTRONG!

Relaxing Music:

<https://www.youtube.com/watch?v=S629o3HZe0I&list=PLwQLLn8-f1thIULthPjOUHo3IewPddDVN>

Week 1:

Daily Brain Training (week 1):

<https://youtu.be/d4Xv9BSzwCE>

Sleeping Exercise:

<https://youtu.be/2fqCOPWjEtk>

SOS:

<https://youtu.be/8te5rxleBa0>

Week 2:

Daily Brain Training (week 2):

<https://youtu.be/CmpkNTvYMNo>

Walking Exercise:

<https://youtu.be/qPuwUHbUfT8>

Week 3:

Daily Brain Training (week 3; 15 minutes):

<https://youtu.be/7mUZ4O7mwJQ>

Cycling Exercise:

<https://youtu.be/-fCYbSMWLz0>

Week 4:

Full Body Scan:

https://youtu.be/t8_flxg7GZw

Visualization Exercise: Success & Confidence:

<https://youtu.be/L3DgSMk6Hyg>

Week 5:

Daily Brain Training (week 5):

<https://youtu.be/8jAa-4EArt4>

Relaxation Exercise:

<https://youtu.be/c62C-46SCD8>

Sport Performance Exercise:

<https://youtu.be/89xNif92om8>

Week 6:

Daily Brain Training (week 6; 20 minutes):

<https://youtu.be/l6Xw-gWX19s>

Unguided Exercise:

<https://youtu.be/TBi1r7vFnAU>

Week 7:

Daily Brain Training – Motivation (week 7):

https://youtu.be/-x_npluWQgg

Daily Brain Training – Focus (week 7):

<https://youtu.be/CvA0eQLp4J4>

Enjoy!

Best regards,

Travis Mathers

Headstrong

Appendix 6

Tracking of the YouTube views

Week 1 Exercises

The daily tracking takes place at 23:00 pm every day

Week 1: 20/3-26/3	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	7	35	37	37	35	33	33	100
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	7	35	37	37	35	33	33	100

Week 2: 27/3-03/4	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	104	105	105	107	109	110	111	751
Sleep Exercise	4	1	0	2	2	1	1	11
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	108	106	105	109	111	111	111	762

Week 3: 05/4-11/4	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	115	115	115	115	117	119	121	798
Sleep Exercise	6	3	0	3	3	3	3	21
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	121	118	115	118	120	122	124	819

Week 4: 13/4-19/4	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	0	0	2	4	5	5	5	21
Sleep Exercise	1	2	2	2	2	2	2	14
S.O.S. Motivation	1	1	0	0	0	0	0	2
Total	2	3	4	6	7	7	7	33

Week 5: 20/4-26/4	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	5	5	5	5	5	5	5	35
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	5	5	5	5	5	5	5	35

Week 6: 27/4-03/5	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	0	0	0	0	0	0	0	0
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

Week 7: 04/5-10/5	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	7	7	7	7	7	7	7	49
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	7	7	7	7	7	7	7	49

Week 8: 11/5-17/5	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	9	10	10	10	10	10	10	69
Sleep Exercise	1	1	0	0	0	0	0	2
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	10	11	10	10	10	10	10	71

Week 9: 18/5-24/5	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	8	8	8	8	8	8	8	56
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	8	8	8	8	8	8	8	56

Week 10: 25/5-31/5	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	11	11	11	11	11	11	11	77
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	11	77						

Week 11: 01/6-07/6	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	13	13	13	13	13	13	13	88
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	13	88						

Week 12: 08/6-14/6	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	15	15	15	15	15	15	15	105
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	15	105						

Week 13: 15/6-21/6	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	17	17	17	17	17	17	17	119
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	17	119						

Week 14: 22/6-28/6	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	19	19	19	19	19	19	19	133
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	19	133						

Week 15: 29/6-05/7	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	21	21	21	21	21	21	21	147
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	21	147						

Week 16: 06/7-12/7	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	23	23	23	23	23	23	23	161
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	23	161						

Week 17: 13/7-19/7	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	25	25	25	25	25	25	25	175
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	25	175						

Week 18: 20/7-26/7	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	27	27	27	27	27	27	27	189
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	27	189						

Week 19: 27/7-02/8	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	29	29	29	29	29	29	29	203
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	29	203						

Week 20: 03/8-09/8	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	31	31	31	31	31	31	31	217
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	31	217						

Week 21: 10/8-16/8	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	33	33	33	33	33	33	33	231
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	33	231						

Week 22: 17/8-23/8	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	35	35	35	35	35	35	35	245
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	35	245						

Week 23: 24/8-30/8	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	37	37	37	37	37	37	37	259
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	37	259						

Week 24: 31/8-06/9	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	39	39	39	39	39	39	39	273
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	39	273						

Week 25: 07/9-13/9	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	41	41	41	41	41	41	41	287
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	41	287						

Week 26: 14/9-20/9	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	43	43	43	43	43	43	43	301
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	43	301						

Week 27: 21/9-27/9	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Week 1 Core Exercise (Domini)	45	45	45	45	45	45	45	315
Sleep Exercise	0	0	0	0	0	0	0	0
S.O.S. Motivation	0	0	0	0	0	0	0	0
Total	45	315						

Week 28: 28/9-04/10

EW5

13:00 pm every day

Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Totals
5	6	6	6	9	10	10
3	1	0	2	1	1	2
2	2	2	2	2	2	2
2	0	0	0	0	0	2
						12

Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Totals
12	12	12	14	14	14	4
0	0	0	2	0	0	0
2	2	2	2	2	2	0
0	0	0	0	0	0	4

Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Totals
14	14	14	14	14	14	0
0	0	0	0	0	0	0
2	2	2	2	2	2	0
0	0	0	0	0	0	0

Daily Brain Training (week 6)	14	4.000.000007
Linguistic Exercises	2	0.000.000007
Total	16	4.000.000014

Tracking of the YouTube views

Week 7 Exercises

The daily tracking takes place at 23:00 pm every day

Week 7: 6/4-2/4	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Totals
Daily Brain Training - Focus	1	1	1	2	2	2	2	2
Daily Brain Training - Motivation	1	0	0	1	0	0	0	2
	3	3	4	4	5	5	5	5
	3	0	1	0	1	0	0	7

Week 8: 13/4-18/4	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Totals
Daily Brain Training - Focus	2	3	3	3	3	3	3	1
Daily Brain Training - Motivation	5	5	6	6	6	6	6	1
	0	0	1	0	0	0	0	2

Daily Brain Training - Focus	3	13
Daily Brain Training - Motivation	6	5
Total	9	18

Appendix 7

	A	B	C	D
1			(Week 3 trial)	
2		Invited	Meeting Day/time	
3		Andreas Juul	Thurs/Fri	
4		Anja Poulsen	Thurs/Fri	
5		Casper Skov	Thursday	
6		Daniel Leuchtmann	Thurs/Fri	
7		Daniella Kanyicska	Thurs/Fri	
8		Dennis Lind-Bruhn	Thurs/Fri	
9		Dorte Klerke	Thursday	
10		Eszter Tamas	Thurs/Fri	
11		Inke Alexandra Wenzel	Thurs/Fri	
12		Jakob Lundberg (EE)	Thursday	
13		Jane Møller Vestergaard	Thurs/Fri	
14		Janne Søndergaard	Thurs/Fri	
15		Jesper Petersen	Fri/Mon	
16		Julie Steen Svaneborg	Fri/Mon	
17		Liselotte Bundgaard	Fri/Mon	
18		Lotte Holmberg Rasmussen	Fri/Mon	
19		Maria Lundsgaard	Fri/Mon	
20		Maria Sandberg Vig	Thursday	
21		Mette Møller Nielsen	Thursday	
22		Rachel Kirkman	Fri/Mon	
23		Rasmus Damborg	Thursday	
24		Trine Rasmussen	Fri/Mon	
25				

Appendix 8

	Liselotte Bundgaard		Dennis Lind-Bruhn
	Rasmus Damborg		Maria Lundsgaard
	Andreas Juul		Mette Møller Nielsen
	Daniella Kanyicska		Jesper Petersen
	Rachel Kirkman		Anja Poulsen

	Dorte Klerke		Trine Rasmussen
	Daniel Leuchtmann		Casper Skov
	Lotte Holmberg Rasmussen		Janne Søndergaard
	Julie Steen Svaneborg		Eszter Tamas
	Jane Møller Vestergaard		Maria Sandberg Vig



Appendix 9

Neas Energy Employee Survey for Headstrong

SurveyMonkey

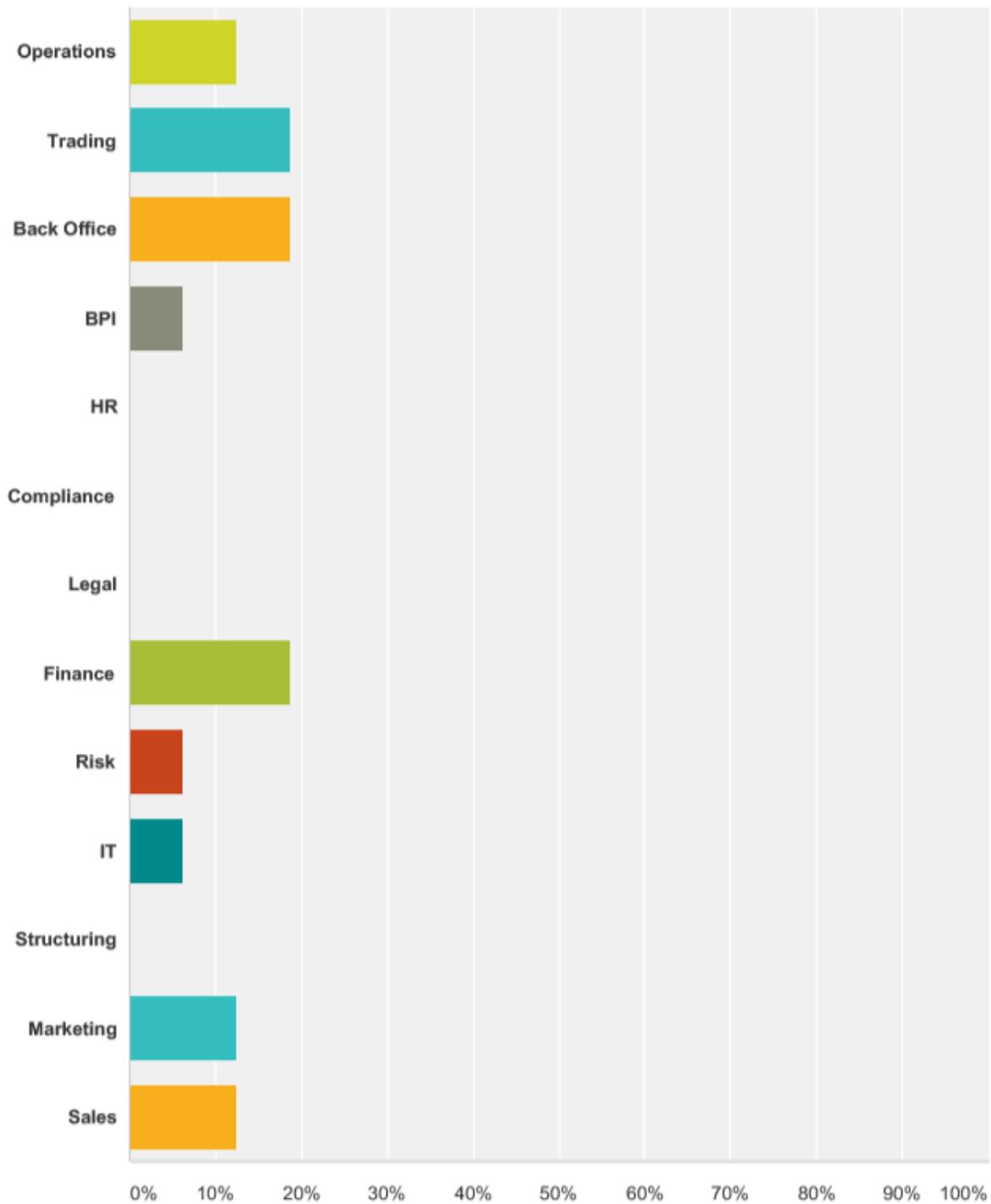
Q1 How long have you been an employee at Neas Energy?

Answered: 19 Skipped: 0

#	Responses	Date
1	Since 11.11.2008 (so almost 8 years and 4 months)	3/21/2017 5:20 AM
2	Almost 9 years	3/17/2017 7:58 AM
3	5 years	3/15/2017 1:28 PM
4	5 years	3/15/2017 1:57 AM
5	3 y	3/14/2017 7:55 AM
6	1,5 month	3/14/2017 1:27 AM
7	7 years	3/13/2017 8:21 AM
8	2,5 years	3/10/2017 12:54 AM
9	3 years	3/9/2017 7:03 PM
10	8 years	3/9/2017 7:05 AM
11	10 years	3/9/2017 6:45 AM
12	18 months	3/9/2017 4:49 AM
13	8	3/9/2017 4:41 AM
14	1 1/2 year	3/9/2017 3:43 AM
15	9 years	3/9/2017 3:20 AM
16	2,5 years	3/9/2017 3:10 AM
17	Since 01.09.2016	3/9/2017 3:10 AM
18	2 years	3/9/2017 3:04 AM
19	2 months	2/2/2017 6:54 AM

Q2 In which department, do you work? (You may select more than one if applicable.)

Answered: 16 Skipped: 3



Answer Choices	Responses	
Operations	12.50%	2
Trading	18.75%	3
Back Office	18.75%	3
BPI	6.25%	1
HR	0.00%	0

2 / 24

Neas Energy Employee Survey for Headstrong

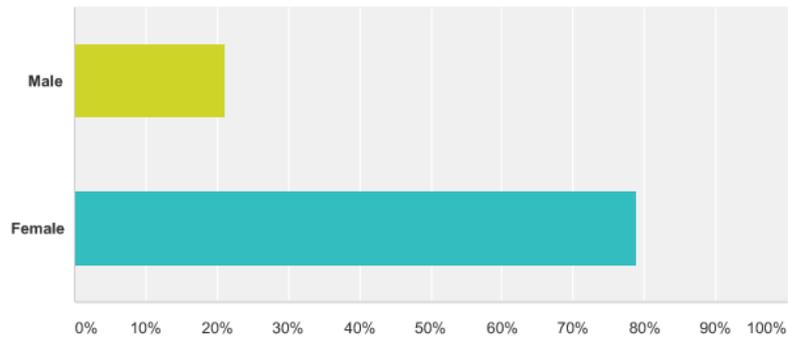
SurveyMonkey

Compliance	0.00%	0
Legal	0.00%	0
Finance	18.75%	3
Risk	6.25%	1
IT	6.25%	1
Structuring	0.00%	0
Marketing	12.50%	2
Sales	12.50%	2
Total Respondents: 16		

#	Other (please specify)	Date
1	Got nee position from nov 2016, before it was in short term, analytics	3/21/2017 5:20 AM
2	PPM	3/14/2017 7:55 AM
3	PPM	3/14/2017 1:27 AM
4	Back Office Settlement	3/9/2017 3:10 AM
5	AAU agreement	2/2/2017 6:54 AM

Q3 What is your gender?

Answered: 19 Skipped: 0



Answer Choices	Responses
Male	21.05% 4
Female	78.95% 15
Total Respondents: 19	

#	Other (please specify)	Date
	There are no responses.	

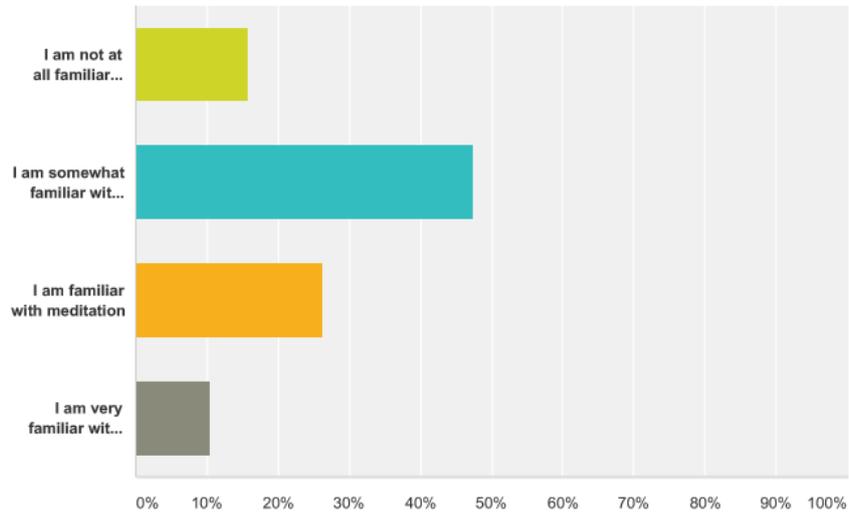
Q4 What is your age?

Answered: 19 Skipped: 0

#	Responses	Date
1	35	3/21/2017 5:20 AM
2	52	3/17/2017 7:58 AM
3	39	3/15/2017 1:28 PM
4	28	3/15/2017 1:57 AM
5	27	3/14/2017 7:55 AM
6	28	3/14/2017 1:27 AM
7	32	3/13/2017 8:21 AM
8	44	3/10/2017 12:54 AM
9	29	3/9/2017 7:03 PM
10	28	3/9/2017 7:05 AM
11	49	3/9/2017 6:45 AM
12	39	3/9/2017 4:49 AM
13	33	3/9/2017 4:41 AM
14	38	3/9/2017 3:43 AM
15	46	3/9/2017 3:20 AM
16	26	3/9/2017 3:10 AM
17	38	3/9/2017 3:10 AM
18	24	3/9/2017 3:04 AM
19	28	2/2/2017 6:54 AM

Q5 How familiar are you with the concept of meditation?

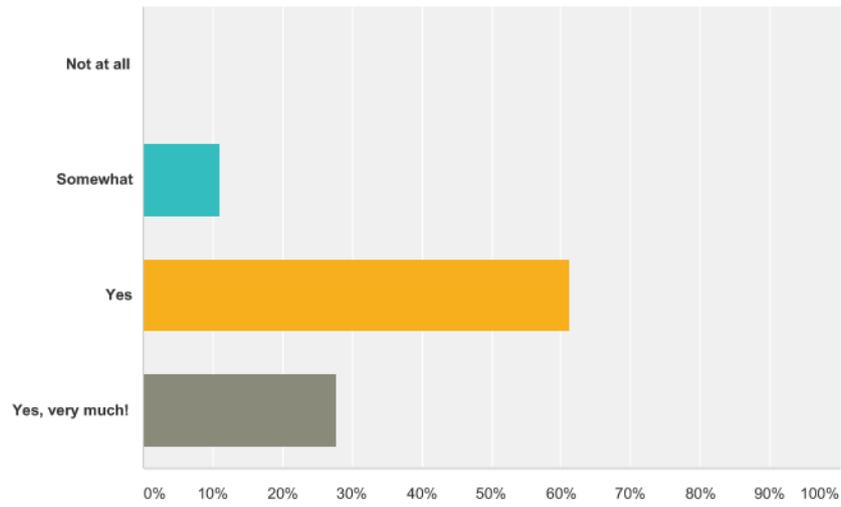
Answered: 19 Skipped: 0



Answer Choices	Responses
I am not at all familiar with meditation	15.79% 3
I am somewhat familiar with meditation	47.37% 9
I am familiar with meditation	26.32% 5
I am very familiar with meditation	10.53% 2
Total	19

#	Other (please specify)	Date
	There are no responses.	

Answered: 18 Skipped: 1

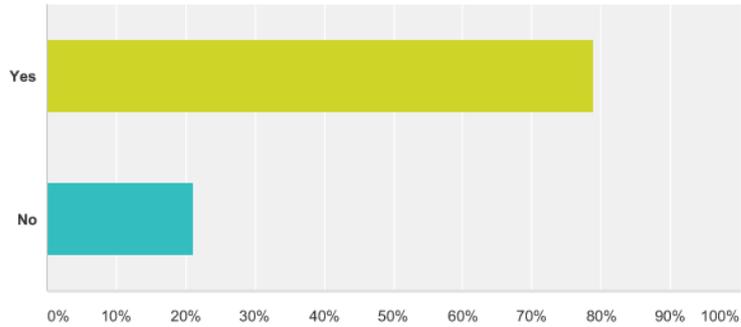


Answer Choices	Responses
Not at all	0.00% 0
Somewhat	11.11% 2
Yes	61.11% 11
Yes, very much!	27.78% 5
Total Respondents: 18	

#	Other (please specify)	Date
1	medium	2/2/2017 6:54 AM

Q7 Do you currently practice meditation? (If yes, which program do you use?)

Answered: 19 Skipped: 0

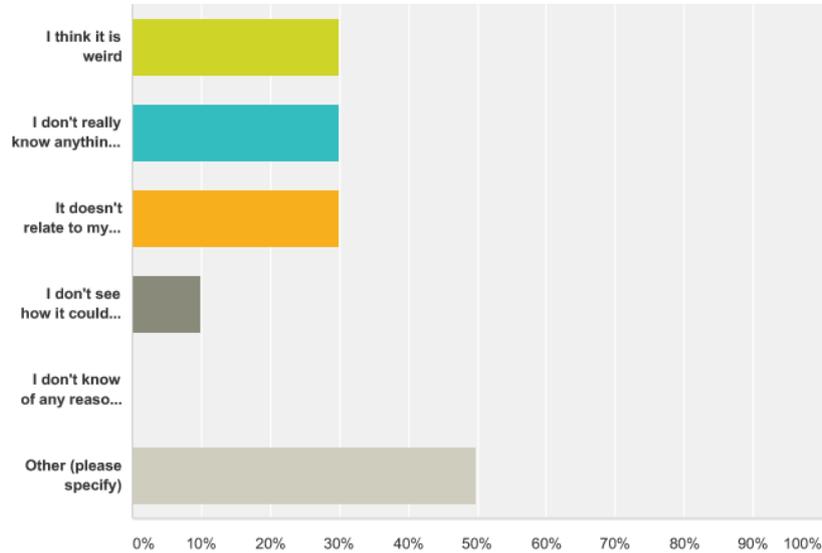


Answer Choices	Responses
Yes	78.95% 15
No	21.05% 4
Total Respondents: 19	

#	If yes, please give a brief explanation	Date
1	Mostly Track to Relax (YouTube) and others And Head Space	3/17/2017 7:58 AM
2	I am using the program by Headstrong	3/15/2017 1:28 PM
3	The program with you.	3/15/2017 1:57 AM
4	Trying to work with the ones provided by you guys.	3/14/2017 7:55 AM
5	I am mainly using Calm and Headspace.	3/14/2017 1:27 AM
6	Primarily Help sleeping exercise	3/13/2017 8:21 AM
7	I use an app or an audiofile if i need guiding and othervize i just sit in silence	3/10/2017 12:54 AM
8	Calm app	3/9/2017 7:03 PM
9	Headstrong	3/9/2017 6:45 AM
10	Yoga Use iphone app before sleeping	3/9/2017 4:49 AM
11	Headstrong	3/9/2017 3:20 AM
12	Headstrong	3/9/2017 3:10 AM
13	Headspace	3/9/2017 3:04 AM
14	Headspace app.	2/2/2017 6:54 AM

Q8 What are your "turn-offs" to practicing meditation, if any? (Please mark all that apply)

Answered: 10 Skipped: 9



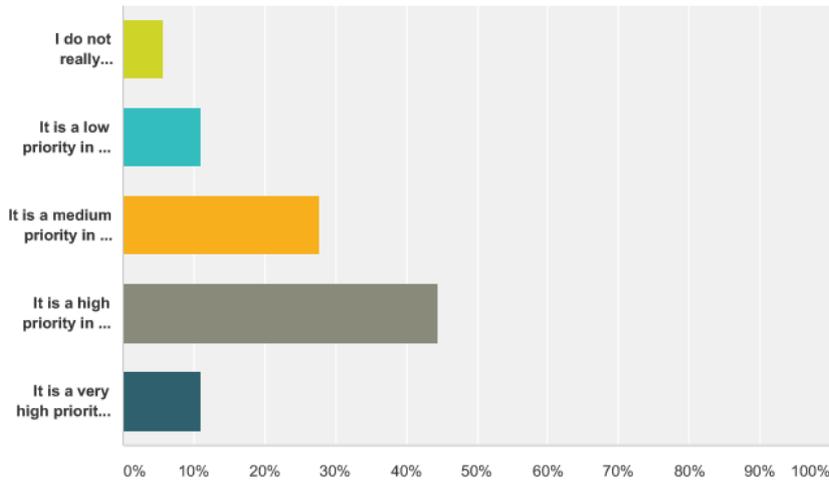
Answer Choices	Responses
I think it is weird	30.00% 3
I don't really know anything about it	30.00% 3
It doesn't relate to my world and/or life	30.00% 3
I don't see how it could help me	10.00% 1
I don't know of any reasons why I should use it	0.00% 0
Other (please specify)	50.00% 5
Total Respondents: 10	

#	Other (please specify)	Date
---	------------------------	------

#	Other (please specify)	Date
1	It's hard to remember to do it during the day. And if I'm busy then it seems a little like a waste of time (even though I know that it is not)	3/17/2017 7:58 AM
2	I think it is difficult to find the time of the day and motivation.	3/14/2017 7:55 AM
3	Taking the time to do it.	3/9/2017 6:45 AM
4	I think it is hard to find the right time to do the practice.	3/9/2017 4:41 AM
5	I don't think it is a turn-off at all, it's more that I don't know too much about it and haven't taken the time to dig into this topic, yet.	3/9/2017 3:10 AM

Q9 How highly do you honestly prioritize managing the stress in your life?

Answered: 18 Skipped: 1



Answer Choices	Responses
I do not really prioritize stress management in my daily routine	5.56% 1
It is a low priority in my daily routine	11.11% 2
It is a medium priority in my daily routine	27.78% 5
It is a high priority in my daily routine	44.44% 8
It is a very high priority in my daily routine	11.11% 2
Total Respondents: 18	

#	Other (please specify)	Date
1	I do not really know how to answer the question. What do you mean with stress management?	3/17/2017 7:58 AM
2	Well, I want it to have a high priority and I also intend to give it a high priority, but we are not always the masters of our own lives, so it is not always easy to keep this prioritization in place. Having the awareness of it though also helps.	3/9/2017 6:45 AM
3	I have fokus on it, but it is not always so easy to follow the signals.	3/9/2017 3:43 AM

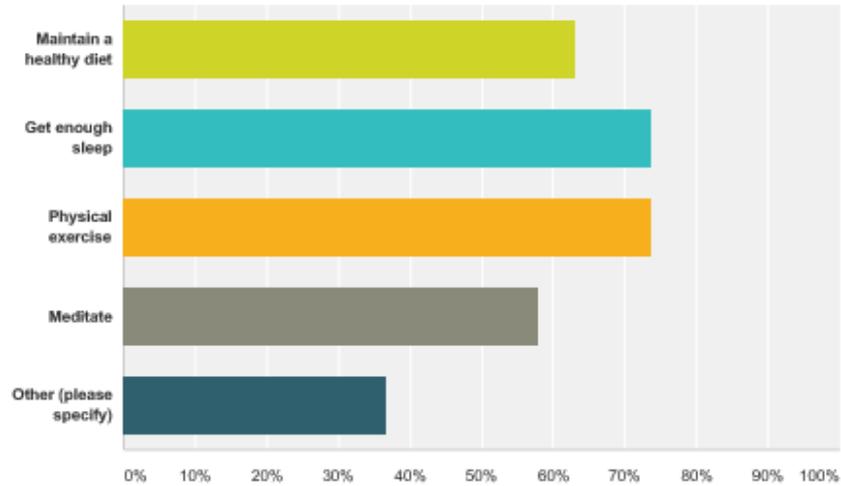
Q10 What are the reasons you prioritize stress management in the way that you do?

Answered: 15 Skipped: 4

#	Responses	Date
1	I have seen what it can do to people getting sick with stress - I don't want to end their as well!	3/15/2017 1:28 PM
2	Because I know it can have huge consequences if you find out too late.	3/15/2017 1:57 AM
3	So I feel genuinely better.	3/14/2017 7:55 AM
4	I do not feel stressed, and have a very high threshold for stress, so I do not find it necessary at the current stage of my life.	3/14/2017 1:27 AM
5	To make sure I do not tip over the edge as I have done before. I wish I had a more pro-active approach	3/13/2017 8:21 AM
6	I have been very sick from stress 4 years ago	3/10/2017 12:54 AM
7	The job I have can be very affected by if I have a high level of stress. In my personal life I prefer to be present and have positive energy towards friends and family, so a low stress level is crucial.	3/9/2017 7:03 PM
8	I feel that it is hard to keep the right balance between doing too much and too little if I don't focus on managing what I do in my life. I tend to keep things in a very high pace, which sometimes end up burning me out.	3/9/2017 7:05 AM
9	Stress has a bad influence on me, my health, my mind and my sleep	3/9/2017 6:45 AM
10	I don't like being stressed, I think it is bad for my health.	3/9/2017 4:49 AM
11	I have previously experienced to be stressed.	3/9/2017 4:41 AM
12	I think it is important to have focus on, because it is best to be seen early.	3/9/2017 3:43 AM
13	It is very important for my quality of life	3/9/2017 3:20 AM
14	I get easily stressed and am aware about it, however, I did not find (and did not put too much effort into looking) for something that could help me deal with this.	3/9/2017 3:10 AM
15	I think it is healthy, and I can get so much more done when my head is right	2/2/2017 6:54 AM

Q11 What do you consistently do to manage stress in your life? (Check all that apply)

Answered: 19 Skipped: 0

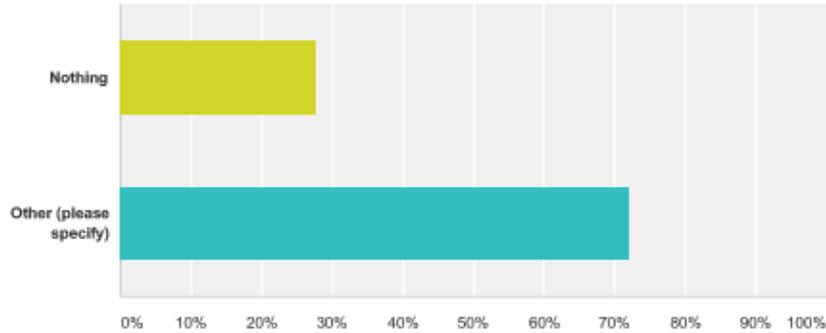


Answer Choices	Responses	
Maintain a healthy diet	63.16%	12
Get enough sleep	73.68%	14
Physical exercise	73.68%	14
Meditate	57.89%	11
Other (please specify)	36.84%	7
Total Respondents: 19		

#	Other (please specify)	Date
1	A bit of exercise Knitting and being creative (sewing)	3/21/2017 5:20 AM
2	I do not see these things as stress management	3/17/2017 7:58 AM
3	yoga spending time in nature every day	3/10/2017 12:54 AM
4	Keep a physical calendar to get an overview of my activities in my personal life.	3/8/2017 7:05 AM
5	mindfulness and yoga	3/9/2017 6:45 AM
6	Being open and talk with people close around me, when i feel some of the first symptoms of being under pressure. Try to slow down on private agreements, when i feel that i have too many agreements i my calender.	3/9/2017 4:41 AM
7	All of the above, but I dont fulfil them all.	3/8/2017 3:43 AM

Q12 What do you consistently do to keep a work/life balance, if anything?

Answered: 18 Skipped: 1

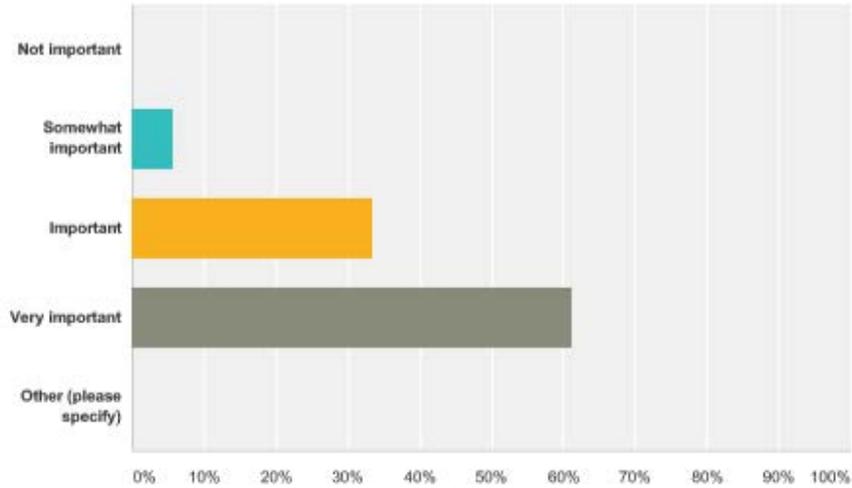


Answer Choices	Responses
Nothing	27.78% 5
Other (please specify)	72.22% 13
Total Respondents: 18	

#	Other (please specify)	Date
1	Plan my daily tasks, so I can manage them without too much pressure. I am saying no to tasks, if I can see its not possible to solve them within the given deadline.	3/15/2017 1:28 PM
2	Travel	3/14/2017 7:55 AM
3	Make sure I don't work too much in the evening. Have a clear structure for handling my different tasks	3/13/2017 8:21 AM
4	I asked for working part time last summer and was allowed	3/10/2017 12:54 AM
5	Im very aware of my happiness and having a goal in what I do and spend time on. Therefore I try to balance it well.	3/9/2017 7:03 PM
6	Try not to bring work with me home and get my mind on other things, when I'm not at work.	3/8/2017 6:45 AM
7	Not work unpaid overtime	3/9/2017 4:49 AM
8	When I have had periods with long hours I take time to my kids for a period.	3/9/2017 3:43 AM
9	prioritize my time good planning	3/9/2017 3:20 AM
10	I try to have lol's of "Me-time" / "me-and -boyfriend-time" to get away from things stressing me out in my work life.	3/9/2017 3:10 AM
11	Try to meditate, exercics (walk, swimming), read books.	3/9/2017 3:10 AM
12	Find time for hobbies, workout, friends, family	3/9/2017 3:04 AM
13	see above	2/2/2017 6:54 AM

Q13 How important is it for you to improve your professional weaknesses?

Answered: 18 Skipped: 1

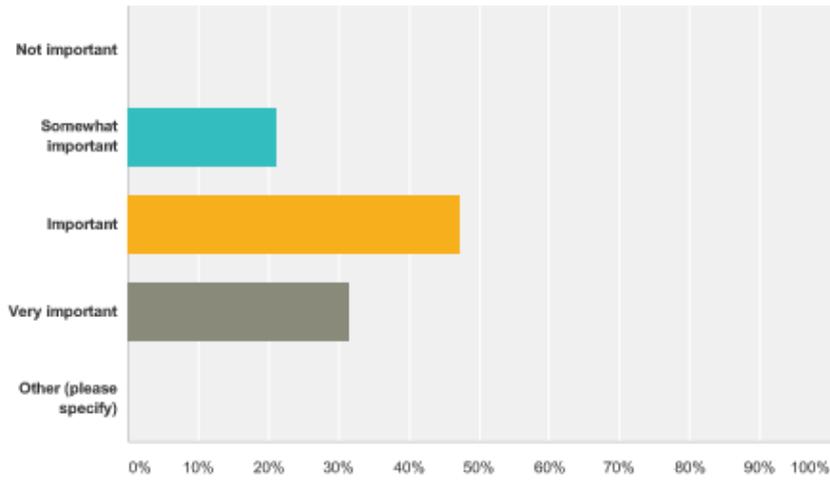


Answer Choices	Responses	
Not important	0.00%	0
Somewhat important	5.56%	1
Important	33.33%	6
Very important	61.11%	11
Other (please specify)	0.00%	0
Total Respondents: 18		

#	Other (please specify)	Date
	There are no responses.	

Q14 How important is it for you to improve your professional strengths?

Answered: 19 Skipped: 0



Answer Choices	Responses
Not important	0.00% 0
Somewhat important	21.05% 4
Important	47.37% 9
Very important	31.58% 6
Other (please specify)	0.00% 0
Total Respondents: 19	

#	Other (please specify)	Date
	There are no responses.	

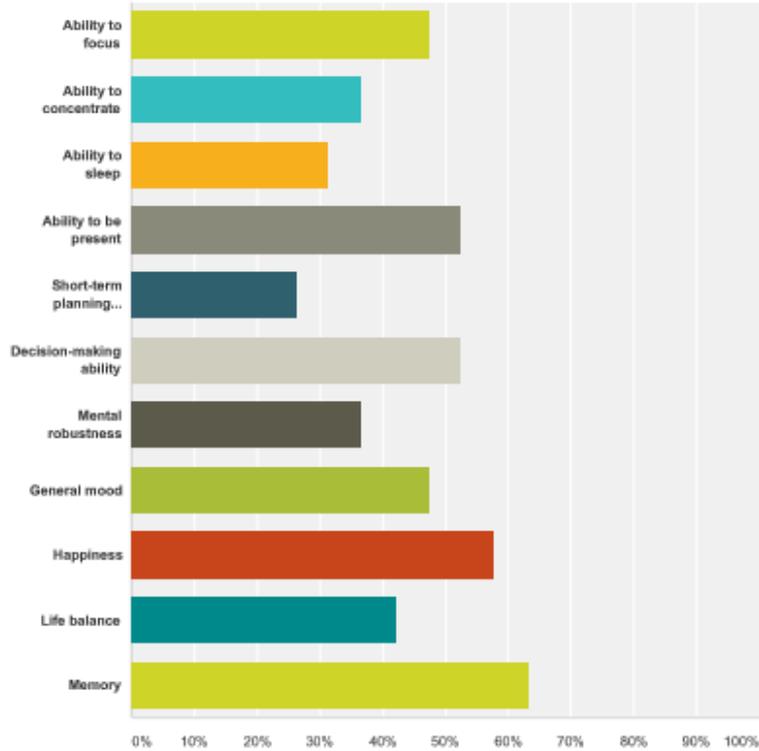
Q15 What are the top 3 overall qualities you would like to improve about yourself? (They can be both professional and/or private)

Answered: 17 Skipped: 2

#	Responses	Date
1	More selfconfidence and presenting it and also self-esteem Staying fit and losing weight and thereby maybe some competition Being able to say no or just not taking on too much	3/21/2017 5:20 AM
2	Be better at focusing / concentrations Getting things done Better at remembering	3/17/2017 7:58 AM
3	Personal Power Presentation Skills and Techniques English lessons	3/15/2017 1:28 PM
4	More focused More awareness More relaxed	3/15/2017 1:57 AM
5	Stress/anger management, happiness,	3/14/2017 7:55 AM
6	Being able to relax better Healthier diet Better time management	3/14/2017 1:27 AM
7	More proactive approach Less judgemental More humor and nevermind-attitude	3/13/2017 8:21 AM
8	get more in touch with myself stand up to who i am always learning	3/10/2017 12:54 AM
9	Time management, believe in myself/trust that the job that I do is sufficient, stop being in my head and listen to my gut feeling a bit more	3/9/2017 7:05 AM
10	Keeping focus, keeping order, be in good shape	3/9/2017 6:45 AM
11	1. Laugh more. 2. Don't sweat the small stuff. 3. Lose weight, be healthier.	3/9/2017 4:49 AM
12	Decision-making ability, self-confidence, planning ability	3/9/2017 4:41 AM
13	Be in the moment	3/9/2017 3:43 AM
14	Having less mood-wings; not getting stressed that easily; speaking up more	3/9/2017 3:10 AM
15	My communication with other people My mental health The amount of time I exercise	3/9/2017 3:10 AM
16	networking, presentation, friendship management	3/9/2017 3:04 AM
17	patience, over-reacting, listening	2/2/2017 8:54 AM

Q16 Which of the following would you most like to improve about yourself? (Select one or more)

Answered: 19 Skipped: 0



Answer Choices	Responses
Ability to focus	47.37% 9
Ability to concentrate	36.84% 7
Ability to sleep	31.58% 6
Ability to be present	52.63% 10
Short-term planning ability	26.32% 5
Decision-making ability	52.63% 10
Mental robustness	36.84% 7
General mood	47.37% 9

17 / 24

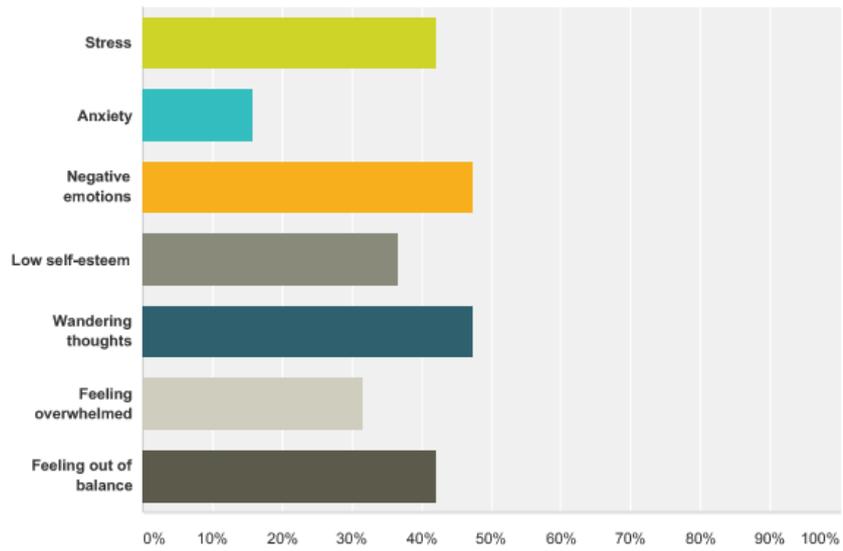
Neas Energy Employee Survey for Headstrong

SurveyMonkey

Happiness	57.89%	11
Life balance	42.11%	8
Memory	63.16%	12
Total Respondents: 19		

Q17 Which of the following do you most want to decrease in your life? (Select one or more)

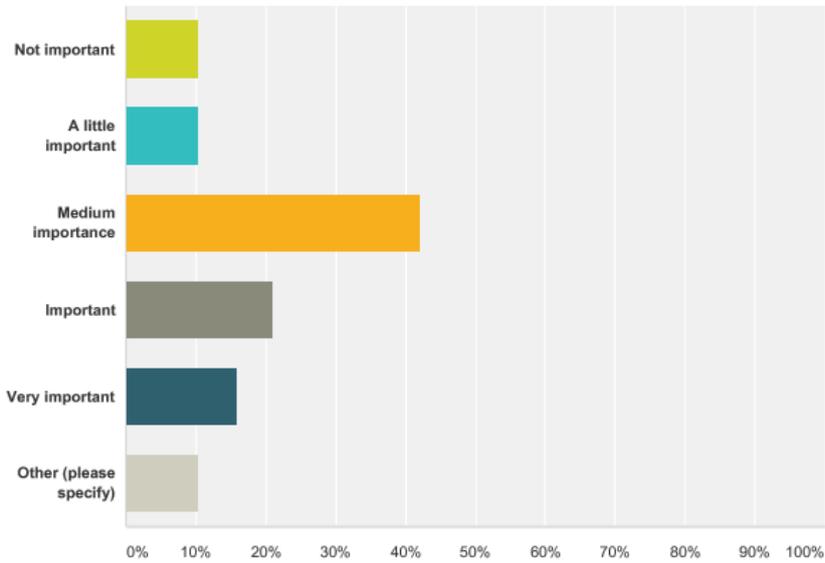
Answered: 19 Skipped: 0



Answer Choices	Responses
Stress	42.11% 8
Anxiety	15.79% 3
Negative emotions	47.37% 9
Low self-esteem	36.84% 7
Wandering thoughts	47.37% 9
Feeling overwhelmed	31.58% 6
Feeling out of balance	42.11% 8
Total Respondents: 19	

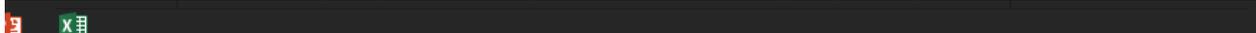
Q18 How important would it be for you to have the ability to track your progress as you meditate? For example, tracking general mood, energy level, and/or stress level over time?

Answered: 19 Skipped: 0



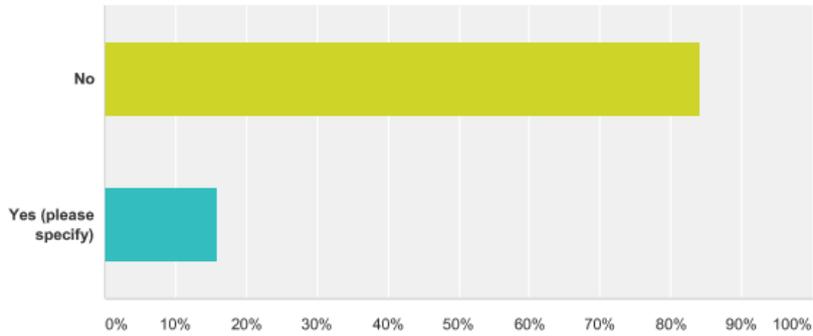
Answer Choices	Responses
Not important	10.53% 2
A little important	10.53% 2
Medium importance	42.11% 8
Important	21.05% 4
Very important	15.79% 3
Other (please specify)	10.53% 2
Total Respondents: 19	

#	Other (please specify)	Date
1	i think its interesting to track the progress	3/10/2017 12:54 AM
2	Would be interesting to keep track of how I'm doing and it would force me to relate to my feelings/well-being.	3/9/2017 7:05 AM



Q19 Are there any other metrics you would like to track as you meditate besides mood, energy level, and stress level?

Answered: 19 Skipped: 0

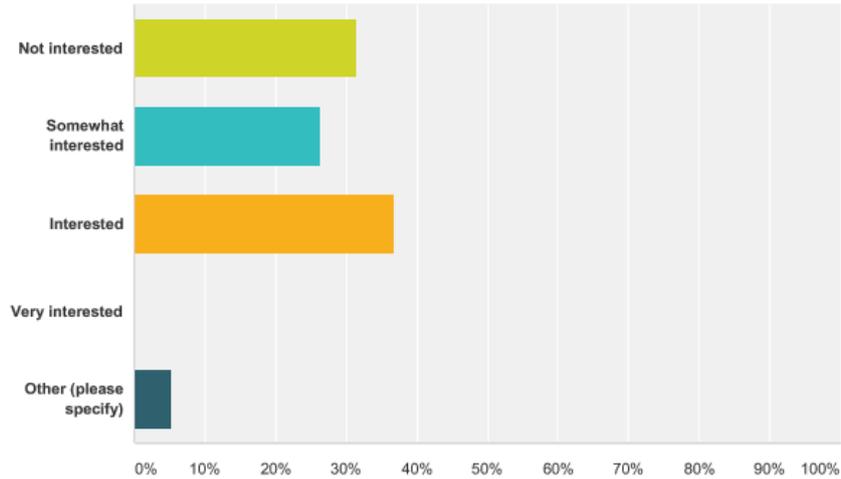


Answer Choices	Responses
No	84.21% 16
Yes (please specify)	15.79% 3
Total	19

#	Yes (please specify)	Date
1	Sleep Happiness Diet Energy level during the day And an option to add metrics myself	3/17/2017 7:58 AM
2	sleep is actually interesting (included in the reflection sheet)	3/10/2017 12:54 AM
3	Response to specific situations, rather than general mood.	3/9/2017 4:49 AM

Q20 How interested would you be in a meditation application option to connect with and make small groups with co-workers in order to encourage/challenge each other to meditate?

Answered: 19 Skipped: 0

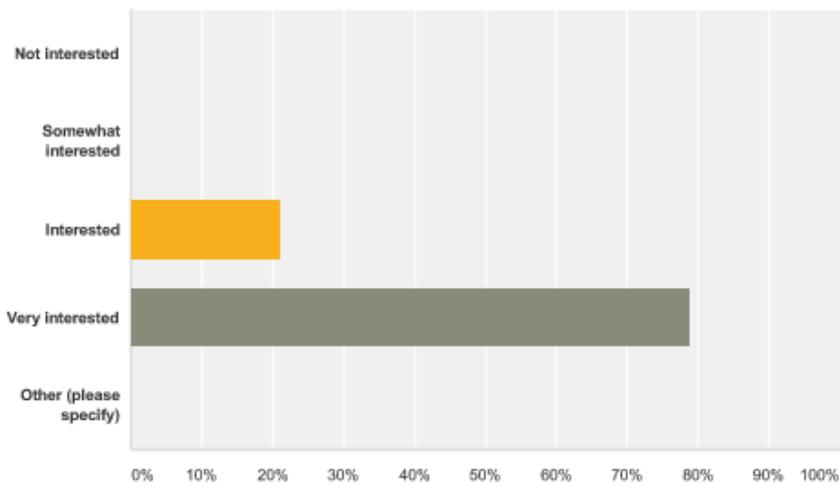


Answer Choices	Responses
Not interested	31.58% 6
Somewhat interested	26.32% 5
Interested	36.84% 7
Very interested	0.00% 0
Other (please specify)	5.26% 1
Total Respondents: 19	

#	Other (please specify)	Date
1	interested in an APP but not groups Besides i think audiofiles for download to store on my phone would be preferred. I don't like to have to go to You tube and online to have to listen. I prefer to put my phone in flight mode when meditating with an audio file. So a big wish from me would be to have the files available off line :-)	3/10/2017 12:54 AM

Q21 Practicing just 10 minutes of meditation per day can improve focus, concentration, decision-making, ability to sleep, ability to be present, short-term planning, memory, mental robustness, mood, happiness, and life balance. It can also decrease stress, anxiety, negative emotions, low self-esteem, wandering thoughts, feeling overwhelmed, and feeling distracted. After reading this information, how much does the idea of practicing 10 minutes of meditation per day, with an audio file to guide you, interest you?

Answered: 19 Skipped: 0

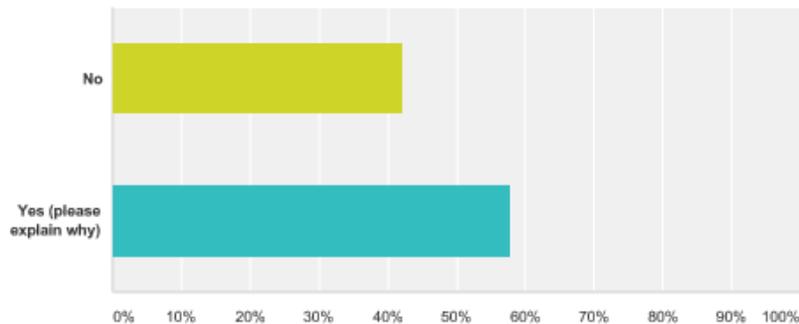


Answer Choices	Responses
Not interested	0.00% 0
Somewhat interested	0.00% 0
Interested	21.05% 4
Very interested	78.95% 15
Other (please specify)	0.00% 0
Total Respondents: 19	

#	Other (please specify)	Date
	There are no responses.	

Q22 If you were allowed to meditate for about 10 minutes per day during your work day, would this increase your motivation to try meditating?

Answered: 19 Skipped: 0



Answer Choices	Responses	Count
No	42.11%	8
Yes (please explain why)	57.89%	11
Total		19

#	Yes (please explain why)	Date
1	It wouldn't seem as a chore you needed to do	3/21/2017 5:20 AM
2	I can already do this, so the question does not make sense	3/17/2017 7:58 AM
3	It would be easier to allocate the time to meditate. Currently, it is often being prioritized fairly low. As an integration in my work day, it would be easier to make it a higher priority.	3/14/2017 1:27 AM
4	not increase motivation but i think it would be great to be able to do it i have tried during work hours as neas has agreed to do that but it was not possible. Working in a large office with a lot of colleagues and noise is not easy. I would need to go somewhere else on my own.	3/10/2017 12:54 AM
5	In stressed periods it would then be prioritised	3/9/2017 7:03 PM
6	Would allow me to do it at a consistent time, could set up an outlook appointment.	3/9/2017 4:49 AM
7	I think that it can improve my mental robustness and reduce the risk of being stressed.	3/9/2017 4:41 AM
8	But I would like to have the space to do it.	3/9/2017 3:43 AM
9	As I often get stressed at work, this would be the perfect environnmet to practice meditation and might also be the scenario for me to get the most out of it (without knowing that of course).	3/9/2017 3:10 AM
10	It is hard to find time for meditation after I am out of "working mode"	3/9/2017 3:04 AM
11	I'd have the time.	2/2/2017 6:54 AM

Appendix 10

	Stress Before Trial	Stress After Trial	Anxiety Before Trial	Anxiety After Trial	Depression Before Trial	Depression After Trial
Participant 1	29	19	5	5	5	5
Participant 2	38	29	5	10	19	5
Participant 3	19	14	19	14	0	10
Participant 4	52	38	29	14	19	14
Participant 5	48	33	33	14	48	33
Participant 6	24	19	0	5	10	19
Participant 7	33	24	10	10	5	10
Participant 8	38	24	5	0	57	19
Participant 9	19		0		5	
Participant 10	19	0	10	5	10	0
Participant 11	38	24	10	0	5	10
Participant 12	29	24	10	5	5	5
Participant 13	19		0		38	
Participant 14	29		10		48	
Participant 15	38	19	5	0	14	10
Participant 16	19	24	10	0	33	0
Participant 17	29	0	0	0	14	0
Participant 18	0		0		10	
Participant 19	24	10	0	0	5	0
Non-participant 1	10	24	0	0	14	19
Non-participant 2	38	5	5	0	19	5
Non-participant 3	24	0	14	0	5	0
Non-participant 4	0	0	0	0	0	0
Non-participant 5	24	19	5	5	5	10
Participant Group	28.6	20.1	8.5	5.5	18.4	9.3
Non-participant Group	18	9.7	4.8	1.25	9.5	8

Appendix 11

	20-Feb-17						21-Feb-17						22-Feb-17					
	Feeling today?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
Participant 1	9	9	4	6	N	Y	9	8	4	8	N	Y	9	7	6	3	N	Y
Participant 2	4	5	6	6	N	N	4	4	6	5	N	N	6	7	3	5	N	N
Participant 3	8	7	1	9	N	N	8	8	1	9	N	N	8	8	1	8	N	N
Participant 4	6	5	2	7	N	N	6	5	2	7	N	N	6	5	2	7	N	N
Participant 5	5	2	7	4	N	N	6	4	4	2	N	N	8	8	3	7	N	N
Participant 6	7	6	2	8	N	N	8	7	2	8	N	N	7	6	3	5	N	P
Participant 7	8	8	1	8	N	N	8	6	4	6	N	N	8	7	2	7	N	N
Participant 8	5	7	3	5	N	Y							7	6	2	8	N	Y
Participant 9	5	7	5	2	N	N	6	7	4	5	N	N	5	4	3	3	N	N
Participant 10	9	9	2	8	N	Y	10	10	1	8	N	Y	9	9	1	8	N	Y
Participant 11	4	4	3	4	N	N	6	6	3	8	N	N	5	5	6	4	N	N
Participant 12	5						5						6					
Group Results	6.25	6.272727	3.272727	6.090909	#DIV/0!	#DIV/0!	6.909091	6.5	3.1	6.6	#DIV/0!	#DIV/0!	7	6.545455	2.909091	5.909091	#DIV/0!	#DIV/0!

KEY

V = Vacation " + / - " = positive/negative comments
 MG = Material Goods F = free/day off
 W/P = Work/Personal Y = no other info

	23-Feb-17						24-Feb-17						25-Feb-17						26-Feb-17		
	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?
9	6	5	8	N	Y		9	3	9	N	Y		7	6	3	8	N		5	5	3
6	6	3	4	N	N		7	7	4	5	N	N	8	7	2	6	N	N	4	3	2
9	9	1	8	N	N		9	8	1	9	N	N	8	8	1	7	N	N	8	8	1
6	5	2	7	N	N		6	6	2	7	N	N	7	6	1	4	N	N	8	7	1
9	10	5	5	N	N		7	5	7	3	N	N	10	10	1	10	N	N	5	3	2
9	8	2	9	N	Y		7	8	2	8	N	N	9	8	2	8	N	N	8	7	4
7	6	4	6	N	N		9	9	2	8	N	N									
7	7	4	7	N	N		7	7	3	8	N	N	8	8	2	8	N	N	8	9	2
8	8	1	8	N	Y		10	9	1	8	N	Y	7	7	2	7	N	Y	7	7	3
5	5	3	3	N	N		6	6	2	9	N	N	7	6	2	6	N	N	6	4	2
6																					
7.3636364	7	3	6.5	#DIV/0!	#DIV/0!		7.7	7.4	2.7	7.4	#DIV/0!	#DIV/0!	7.888889	7.333333	1.777778	7.111111	#DIV/0!	#DIV/0!	6.555556	5.888889	2.222222

	27-Feb-17						28-Feb-17						1-Mar-17								
	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
5	Y			7	5	7	5	N		6	6	8	N		6	6	8	6	N		
2	N	P		5	4	6	4	N	N	6	3	5	4	N	P	4	3	7	5	N	N
9	N	N		8	8	1	7	N	N	9	9	1	9	N	N	8	8	1	8	N	N
7	N	N		8	7	2	7	N	N	8	7	2	5	N	N	8	7	4	3	N	N
3	N	N		5	7	3	3	N	N												
9	N	N		9	9	2	10	N	N	10	9	2	4	N	P	9	7	2	9	N	N
				9	8	2	8	N	N	8	8	2	8	N	N	9	9	1	9	N	N
9	N	N		8	8	4	8	N	P-	7	7	7	7	N	N	7	8	6	8		
6	N			8	7	2	6	N	W	6	6	2	4	N	N						
5	N	N		7	6	4	4	N	N	7	4	5	7	N	N	5	3	4	6	N	N
				5						5						7					
6.111111	#DIV/0!	#DIV/0!		7.1818182	6.9	3.3	6.2	#DIV/0!	#DIV/0!	7.2	6.555556	3.777778	6	#DIV/0!	#DIV/0!	7	6.375	4.125	6.75	#DIV/0!	#DIV/0!

	2-Mar-17						3-Mar-17						4-Mar-17						5-Mar-17		
	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?
6	7	9	6	N			8	7	8	7	N		8	9	5	7	N	MG	7	5	5
7	7	3	6	N	P+-		7	7	3	6	N		8	8	2	8	N	N	7	6	2
7	7	1	7	N	N		8	8	1	8	N		9	9	1	8	N	N	9	9	1
8	7	4	5	N	N		8	8	4	6	N		8	8	4	7	N	N	8	8	3
10	10	3	9	N	Y		10	10	2	9	N	Y	10	10	1	10	N	Y	10	10	1
8	7	5	6	N	N		8	8	4	7	N		8	7	3	8	N	N	7	6	3
7	5	2	6	N	N		8	4	2	7	Y		8	3	4	6	Y		7	2	2
7	5	2	3	N	N		4	2	2	3	Y		4	2	3	6	Y		5	2	2
8																					
7.555556	7	3.625	6	#DIV/0!	#DIV/0!		7.625	6.75	3.25	6.625	#DIV/0!	#DIV/0!	7.875	7	2.875	7.5	#DIV/0!	#DIV/0!	7.571429	6	2.375

	6-Mar-17						7-Mar-17						8-Mar-17								
	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
7	N			6	8	7	6	N		7	7	6	8	N		7	7	7	7	N	
7	N	P+		5	7	3	7	N	N	5	5	5	7	N	N	6	6	4	7	N	P
9	N	N		8	8	1	7	N	N	8	8	1	8	N	N	8	8	1	7	N	N
7	N	N		8	8	5	8	N	N	8	8	3	8	N	N	8	7	4	8	N	N
				5	7	7	7	N	N	7	7	5	7	N	N	6	7	7	7	N	N
10	N	Y		10	10	1	9	N	Y	10	10	1	10	N	Y	10	10	1	10	N	Y
3	N	N		6	7	5	6	N	N	7	7	2	3	N	N	6	7	4	7	N	N
4	Y			7	2	2	6	Y	N	8	2	2	5	Y	N	6	3	2	6	Y	N
8	Y	N		4	2	2	8	Y	N	4	2	3	7	Y	N	5	3	2	8	Y	N
				8						6											
6.875	#DIV/0!	#DIV/0!		6.7	6.555556	3.666667	7.111111	#DIV/0!	#DIV/0!	7	6.222222	3.111111	7	#DIV/0!	#DIV/0!	6.8	6.444444	3.555556	7.444444	#DIV/0!	#DIV/0!

9-Mar-17						10-Mar-17						11-Mar-17						12-M			
Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	
7	8	6	7	N		7	7	7	5	N		8	8	8	7	N		6	6	6	6
8	6	4	7	N	N	6	4	4	7	N	W+	7	7	2	7	N	P+	7	7	3	3
8	8	1	7	N	N	9	9	1	9	N	N	9	9	1	8	N	N	9	9	1	1
8	8	3	8	N	N	8	8	2	8	N	N	8	8	2	8	N	N	8	8	2	2
9	9	5	7	N	N	9	6	2	3	N	N	10	9	1	7	N	N	10	10	1	1
10	10	1	10	N	V	10	10	1	10	N	V	10	10	1	10	N	V	10	10	1	1
8	7	8	6	N	P	6	4	7	5	N	P	9	7	7	6	N	P	9	8	3	3
7	8	3	8	N	N	9	8	3	7	N	N	9	9	2	9	N	N	7	6	5	5
7	4	2	6	Y		7	5	3	6	Y		5	5	2	4	N		7	7		
6	4	3	7	Y		5	3	3	8	N	N	6	6	3	8	N	N	7	6	2	2
6																					
7.636364	7	3.6	7.3	#DIV/0!	#DIV/0!	7.6	6.4	3.3	6.8	#DIV/0!	#DIV/0!	8.1	7.8	2.9	7.4	#DIV/0!	#DIV/0!	8	7.7	2.666667	

ar-17			13-Mar-17						14-Mar-17						15-Mar-17					
Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
8	N		3	3	6	4	N	W/-	3	3	6	5	N		4	4	6	6	5	3
8	N	N	8	7	3	8	N	N	7	7	3	8	N	N	7	7	4	8	N	P
8	N	N	8	5	1	7	N	N	9	9	1	7	N	N	7	7	1	7	N	N
2	N	N	8	8	2	8	N	N	8	8	2	8	N	N	8	8	3	6	N	N
7	N	N	7	4	3	3	N	N	7	5	2	6	N	N	7	7	3	6	N	N
10	N	V	7	5	1	9	N	P	8	7	3	7	N	N	8	6	3	7	N	N
8	N	P	4	2	8	5	N	N	8	6	7	2	N	N	6	6	7	5	N	N
7	N	N	8	8	7	8	N	N	7	8	5	7	N	N	7	8	3	8	N	N
8	N		5	3	3	4	N	N	7	6	3	7	N	N	7	6	2	7	N	N
8	N	N	6	6	3	7	N	N	7	7	2	4	N	N	7	6	2	7	N	N
7.111111	#DIV/0!	#DIV/0!	6.27272727	5.4	3.7	6.3	#DIV/0!	#DIV/0!	6.916667	6.727273	3.181818	6.090909	#DIV/0!	#DIV/0!	6.727273	6.5	3.4	6.7	#DIV/0!	#DIV/0!

16-Mar-17						17-Mar-17						18-Mar-17						19-M			
Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	
5	5	6	6			5	5	7	6			6	5	7	6			6	6	6	6
6	7	4	7	N	N	6	5	4	6	N	N	7	6	2	5	N	N	5	5	3	3
8	7	1	9	N	N	8	8	1	7	N	N	8	8	1	7	N	N	9	8	1	1
8	8	2	8	N	N	8	8	2	8	N	N	8	8	2	8	N	N	8	8	2	2
6	6	3	6	N	N	7	5	2	6	N	N	7	7	1	6	N	N	6	4	1	1
8	7	2	7	N	N	8	7	2	8	N	N	7	7	3	6	N	P	9	9	1	1
						8	8	2	9	N	N	7	6	1	6	N	N	9	9	3	3
5	6	4	8	N	N	8	9	4	8	N	N	8	8	6	7	N		8	5	5	5
8	8	2	8	N	N	7	7	2	7	N	N	9	8	1	8	N	N	8	8	1	1
7	6	2	7	N	N	8	7	1	6	N	N	7	5	1	7	N	N	5	3	5	5
7																					
6.8	6.666667	2.888889	7.333333	#DIV/0!	#DIV/0!	7.3	6.9	2.7	7.1	#DIV/0!	#DIV/0!	7.454545	6.818182	2.636364	6.636364	#DIV/0!	#DIV/0!	7.272727	6.181818	2.727273	

ar-17			20-Mar-17						21-Mar-17						22-Mar-17					
Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
8			6	7		7			6	6	4	6	N	N	6	6	4	5	N	P
5	Y	P	6	5	4	4	Y	N	6	6	4	6	N	N	6	6	4	5	N	P
8	N	N	8	8	1	9	N	N	9	9	1	9	N	N	9	9	1	9	N	N
5			8	8	2	7	N	N	8	8	2	8	N	N	8	8	2	4	N	N
3	N	N	7	7	2	7	N	N	7	6	7	7	N	N	5	7	1	7	N	N
9	N	N	8	8	1	8	N	N	8	8	2	9	N	N	9	8	1	9	N	N
9	N	N	8	7	2	8	N	N	7	5	1	5	N	N	8	8	3	8	N	N
6	N		7	6	9	5	N	N	4	4	8	6	N	N	8	7	6	8	N	N
7	N	N	6	7	3	9	N	N	6	8	3	6	N	N	7	7	3	7	N	N
7	N	N	8	7	2	8	N	N	7	7	1	7	N	N	7	7	2	5	N	N
6	N	N	6	5	2	6	N	N	7	6	2	6	N	N	7	6	3	6	N	N
6.636364	#DIV/0!	#DIV/0!	6.75	6.818182	2.8	7.1	#DIV/0!	#DIV/0!	6.545454	6.7	3.1	6.9	#DIV/0!	#DIV/0!	7.090909	7.3	2.6	6.8	#DIV/0!	#DIV/0!

23-Mar-17						24-Mar-17						25-Mar-17						26-M			
Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	
7	7	4	6	N	N	7	6	4	6	N	N	6	6	3	7	N	N	7	6	3	3
9	8	1	9	N	N	8	7	1	7	N	N	9	9	1	8	N	V	9	9	1	1
8	8	2	6	N	N	8	8	2	5	N	N	8	8	2	6	N	N	8	8	2	2
8	7	2	8	N	N	7	7	3	8	N	N	9	8	2	9	N	N	10	10	1	1
8	7	2	7	N	N	7	7	2	8	N	N	9	8	1	9	N	N	8	8	1	1
8	7	3	8	N	N	8	8	3	7	N	N	6	4	2	7	N	N	9	7	3	3
8	6	1	5	N	N	7	7	2	8	N	N	5	5	4	5	N	N	5	5	4	4
7	7	6	6	N	N	6	6	3	5	N	N	7	6	4	6	N	N	5	3	2	2
5																					
7.555556	7.125	2.625	6.875	#DIV/0!	#DIV/0!	7.25	7	2.5	6.75	#DIV/0!	#DIV/0!	7.375	6.75	2.375	7.125	#DIV/0!	#DIV/0!	7.625	7	2.125	

ar-17			27-Mar-17						28-Mar-17						29-Mar-17					
Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
7	N	V	6	5	2	5	N	V	6	6	2	6	N	V	7	6	2	7	N	V
8	N	V	9	9	1	8	N	V	9	8	1	8	N	V	9	8	1	8	N	V
3	N	N	8	8	2	6	N	N	8	8	2	7	N	N	8	8	2	8	N	N
9	N	N	1	2	1	2	N	N	6	6	2	6	N	N	6	6	2	6	N	N
9	N	N	7	6	3	6	N	N	7	7	3	7	N	N	9	9	2	8	N	N
8	N	N	7	7	2	6	N	N												
9	N	N	9	8	3	6	N	N	8	8	3	8	N	N	8	8	2	8	N	N
5	N	N	8	8	3	4	N	N	6	6	4	4	N	N	8	8	1	6	N	N
6	N	N	6	5	3	6	N	N	5	5	4	8	N	N	7	7	2	8	N	N
7																				
6.875	#DIV/0!	#DIV/0!	6.636364	6.4	2.8	5.6	#DIV/0!	#DIV/0!	6.7	6.777778	3.222222	6.666667	#DIV/0!	#DIV/0!	7.5	7.444444	2.555556	7.222222	#DIV/0!	#DIV/0!

30-Mar-17						31-Mar-17						1-Apr-17						2-Apr-17		
Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?
4	6	9	6		W-	4	7	9	6			6	7	8	6			6	7	8
7	6	2	6	N	V	6	5	3	5	N	V	7	6	2	5	N	N	7	6	3
9	9	1	7	N	V	9	8	1	9	N	V	9	9	1	9	N	V	9	9	1
8	8	4	8	N	N	8	8	2	8	N	N	8	8	2	8	N	N	8	8	2
7	8	3	6	N	N	9	8	2	8	N	N									
8	5	2	8	N	N	7	5	3	8	N	N	9	9	1	10	N	N	7	9	3
8	8	3	8	N	N	8	7	3	8	N	N	9	9	2	9	N	N	9	9	2
8	8	2	7	N	N	9	8	1	8	N	N	9	8	1	6			9	8	1
7	6	3	6	N	N	7	5	4	4	N	N	6	5	4	7	N	W	6	5	3
7																				
7.3	7.111111	3.222222	6.888889	#DIV/0!	#DIV/0!	7.444444	6.777778	3.111111	7.111111	#DIV/0!	#DIV/0!	7.875	7.625	2.625	7.5	#DIV/0!	#DIV/0!	7.625	7.625	2.875

r-17			3-Apr-17						4-Apr-17						5-Apr-17					
Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
6			6	7	8	6		W+	7	6	7	8			6	5	6	7		
7	N	N	5	5	3	5	N	N	6	6	4	7	N	N	7	6	4	7	N	N
9	N	N	9	8	1	7	N	N	9	8	1	9	N	N	9	9	1	9	N	N
8	N	N	8	8	2	8	N	N	10	8	2	8	N	P	8	8	2	8	N	N
8	N	N	7	5	3	5	N	N	7	5	3	7	N	N	6	4	3	7	N	N
8	N	N	7	7	6	8	N	N	7	8	4	7	N	N	7	7	3	6	N	N
7	N	N	6	5	4	4	N	N	5	6	4	4	N	N	4	4	5	4	N	N
5	N	N	7	6	3	8	N	N	7	6	3	7	N	N	6	5	4	6	N	N
7.25	#DIV/0!	#DIV/0!	6.888889	6.375	3.75	6.375	#DIV/0!	#DIV/0!	7.222222	6.625	3.5	7.125	#DIV/0!	#DIV/0!	6.555556	6	3.5	6.75	#DIV/0!	#DIV/0!

6-Apr-17						7-Apr-17						8-Apr-17						9-Apr-17		
Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?
6	6	6	7			8	7	5	7			7	7	6	8			6	6	6
6	5	4	7	N	N	6	6	3	6	N	W	6	6	3	7	N	P	7	6	3
8	7	1	8	N	N	8	8	1	8	N	N	9	9	1	8	N	N	6	6	1
9	9	2	9	N	N	9	9	2	9	N	N	9	9	1	8	N	N	9	7	1
6	4	4	5	N	N	5	4	6	3	N	P	2	2	2	3	N	P	3	3	2
7	6	3	7	N	N	9	8	3	7	N	N	8	8	2	8	N	N	8	9	2
8	6	2	4	N	N	9	9	3	6	N	N	9	9	1	9	N	N	8	2	1
7	6	2	7	N	N	6	6	3	6	N	N	7	7	3	5	N	N	7	6	3
6																				
7	6.125	3	6.75	#DIV/0!	#DIV/0!	7.5	7.125	3.625	6.5	#DIV/0!	#DIV/0!	7.125	7.125	2.375	7	#DIV/0!	#DIV/0!	6.75	5.625	2.375

r-17			10-Apr-17						11-Apr-17						12-Apr-17					
Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?
6			7	6	5	8			7	7	7	6			8	7	5	7		F
6	N	W	5	5	4	3	N	W	6	6	3	7	N	W	6	6	4	5	N	W
7	N	N	8	8	1	7	N	Y	8	8	1	8	N	V	7	7	1	8	N	V
8	N	N	9	9	1	8	N	N	9	9	1	8	N	N	9	9	1	8	N	V
7	N	P	5	5	2	7	N	P	7	7	2	8	N	N	7	7	1	9	N	N
			9	8	2	8	N	N	9	8	2	8	N	N	8	8	1	9	N	N
9	N	N	9	8	3	9	N	N	8	9	4	8	N	N	8	8	3	7	N	N
2	N	N	7	7	1	8	N	N	6	6	1	7	N	N	8	8	1	6	N	N
8	N	N	4	5	5	5	N	N	6	6	4	7	N	N	6	6	4	6	N	N
6.625	#DIV/0!	#DIV/0!	7	6.777778	2.666667	7	#DIV/0!	#DIV/0!	7.2	7.333333	2.777778	7.444444	#DIV/0!	#DIV/0!	7.4	7.333333	2.333333	7.222222	#DIV/0!	#DIV/0!

13-Apr-17						14-Apr-17						15-Apr-17						16-Apr-17		
Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?	Sleep?	Sick?	Anything?	Feeling?	Energy?	Stress?
7	4	4	7		F	8	7	6	7		F	7	7	8	7		P	7	6	5
7	7	2	7	N	F	6	6	2	6	N	F	6	6	2	6		N	7	7	2
8	8	1	7	N	F	9	9	1	8	N	F	9	9	1	9	N	V	8	7	1
9	8	1	9	N		9	9	2	4	N	N	9	9	2	5	N	N	9	9	2
8	8	1	6	N	N	10	9	1	8	N	N	10	8	1	8	N	N	7	6	1
7	8	2	8	N	N	8	8	1	8	N	N	8	6	1	9	N	N	9	9	1
9	7	2	7	N	N	7	8	2	9	N	N	7	6	2	7	N	N			
5	5	4	4	N	N	5	4	4	3	N	N	8	8	1	8	N	N	9	9	1
7	6	3	7	N	N	7	5	2	5	N	N	6	5	2	7	N	N	7	4	3
7																				
7.4	6.777778	2.333333	6.888889	#DIV/0!	#DIV/0!	7.9	7.4	2.2	6.7	#DIV/0!	#DIV/0!	7.9	7.3	2.1	7.5	#DIV/0!	#DIV/0!	8.111111		

pr-17		
Sleep?	Sick?	Anything?
8		
7	N	N
7	N	V
6	N	N
5	N	
9	N	N
10	N	N
7		
7	N	N
5	N	N

Appendix 12

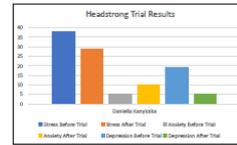
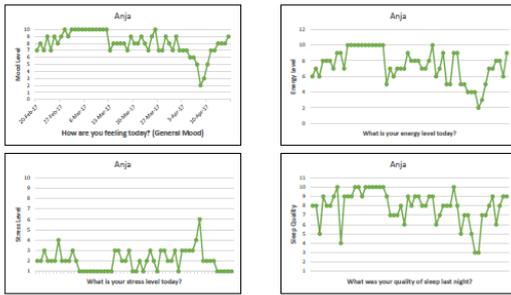
Neas Energy A/S Headstrong Trial Results



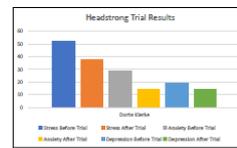
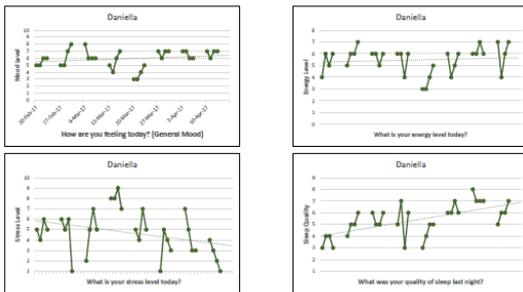
Reflection Exercise Group Results (from 12/21 members)



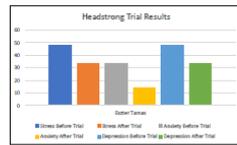
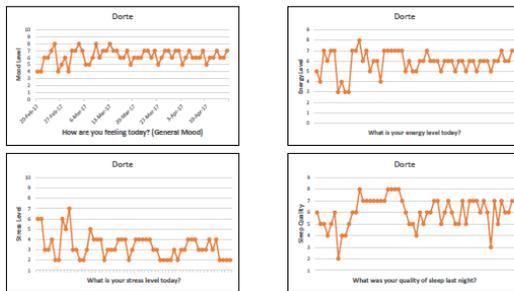
Individual Results Over 8 Weeks



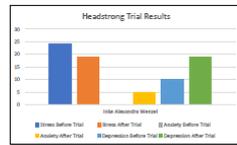
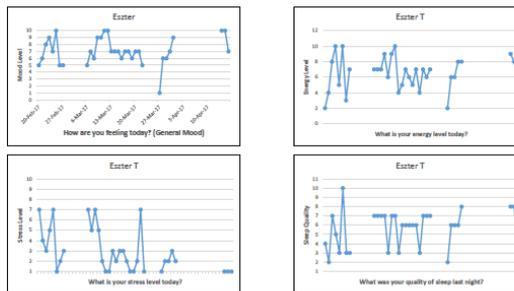
Individual Results Over 8 Weeks



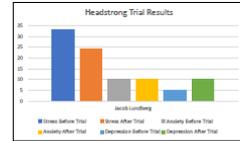
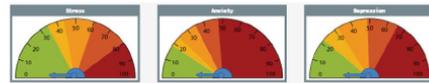
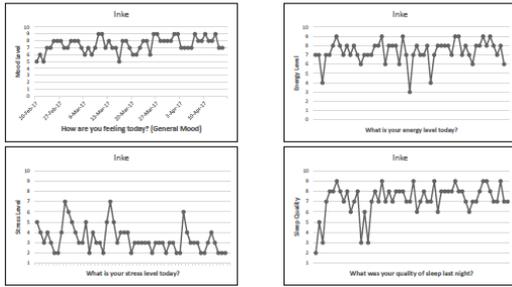
Individual Results Over 8 Weeks



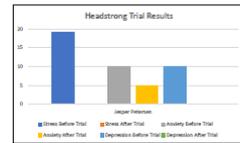
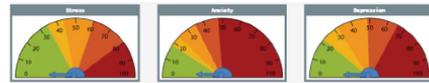
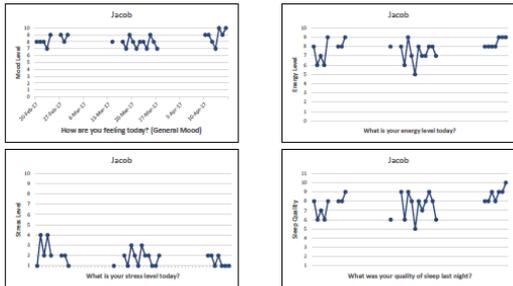
Individual Results Over 8 Weeks



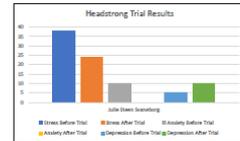
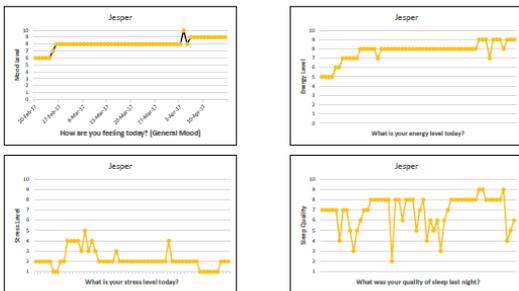
Individual Results Over 8 Weeks



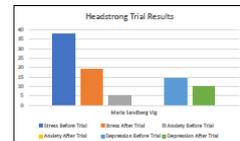
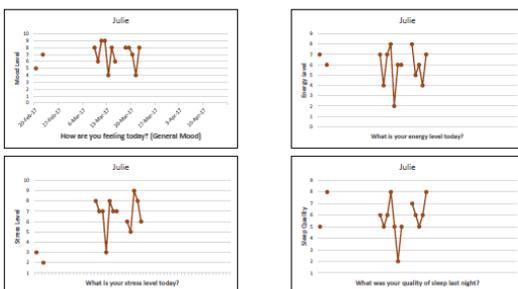
Individual Results Over 8 Weeks



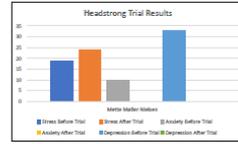
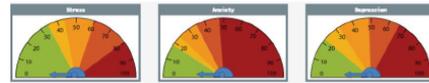
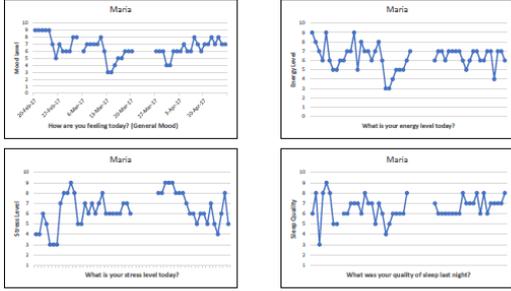
Individual Results Over 8 Weeks



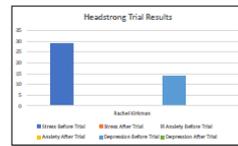
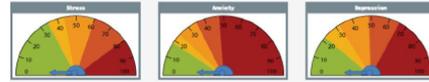
Individual Results Over 8 Weeks



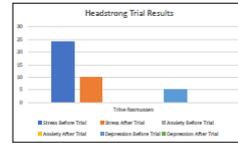
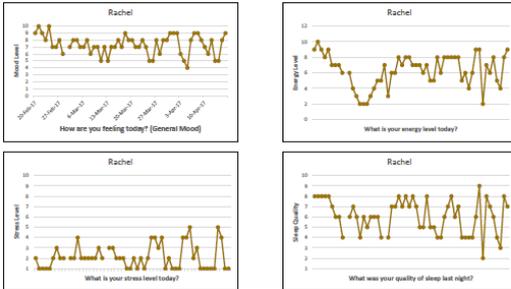
Individual Results Over 8 Weeks



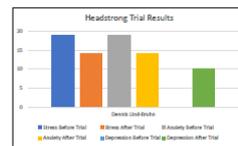
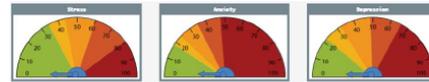
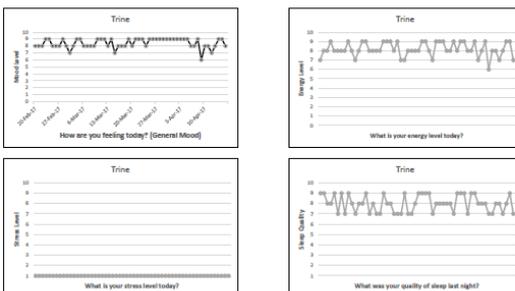
Individual Results Over 8 Weeks

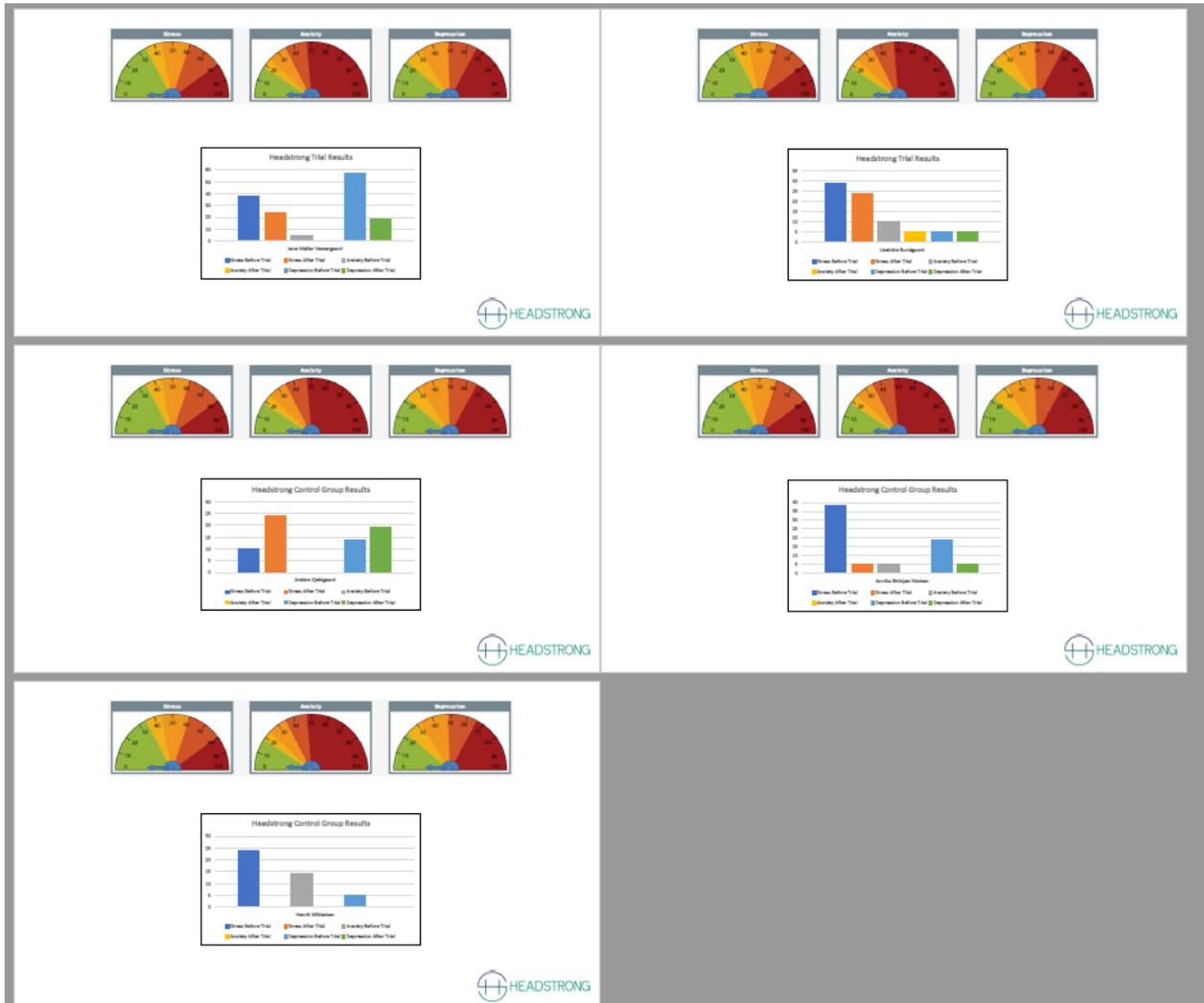


Individual Results Over 8 Weeks



Individual Results Over 8 Weeks





Appendix 13

New				20 person company (200k/each)				100 person company (200k/each)				2000 person company (200k/each)				
Setup Cost	Monthly Fee	Number of Months	total monthly fees	Setup Cost	Monthly Fee	Number of Months	total monthly fees	Setup Cost	Monthly Fee	Number of Months	total monthly fees	Setup Cost	Monthly Fee	Number of Months	total monthly fees	
15,940	46,000	1	46,000	1,49,871	52,225	4,000	4,000	26,340	14,000	20,000	1	14,000	20,000	1	14,000	
15,940	46,000	2	91,200	1,89,806	52,225	4,000	2	8,000	1,99,140	14,000	20,000	2	42,000	20,000	2	28,000
15,940	46,000	3	1,37,400	2,29,741	52,225	4,000	3	12,000	2,31,740	14,000	20,000	3	60,000	20,000	3	42,000
15,940	46,000	4	1,83,600	2,69,676	52,225	4,000	4	16,000	2,64,340	14,000	20,000	4	80,000	20,000	4	56,000
15,940	46,000	5	2,29,800	3,09,611	52,225	4,000	5	20,000	2,92,940	14,000	20,000	5	100,000	20,000	5	70,000
15,940	46,000	6	2,76,000	3,49,546	52,225	4,000	6	24,000	3,21,540	14,000	20,000	6	120,000	20,000	6	84,000
15,940	46,000	7	3,22,200	3,89,481	52,225	4,000	7	28,000	3,50,140	14,000	20,000	7	140,000	20,000	7	98,000
15,940	46,000	8	3,68,400	4,29,416	52,225	4,000	8	32,000	3,78,740	14,000	20,000	8	160,000	20,000	8	112,000
15,940	46,000	9	4,14,600	4,69,351	52,225	4,000	9	36,000	4,07,340	14,000	20,000	9	180,000	20,000	9	126,000
15,940	46,000	10	4,60,800	5,09,286	52,225	4,000	10	40,000	4,35,940	14,000	20,000	10	200,000	20,000	10	140,000
15,940	46,000	11	5,07,000	5,49,221	52,225	4,000	11	44,000	4,64,540	14,000	20,000	11	220,000	20,000	11	154,000
15,940	46,000	12	5,53,200	5,89,156	52,225	4,000	12	48,000	4,93,140	14,000	20,000	12	240,000	20,000	12	168,000
15,940	46,000	13	5,99,400	6,29,091	52,225	4,000	13	52,000	5,21,740	14,000	20,000	13	260,000	20,000	13	182,000
15,940	46,000	14	6,45,600	6,69,026	52,225	4,000	14	56,000	5,50,340	14,000	20,000	14	280,000	20,000	14	196,000
15,940	46,000	15	6,91,800	7,08,961	52,225	4,000	15	60,000	5,78,940	14,000	20,000	15	300,000	20,000	15	210,000
15,940	46,000	16	7,38,000	7,48,896	52,225	4,000	16	64,000	6,07,540	14,000	20,000	16	320,000	20,000	16	224,000
15,940	46,000	17	7,84,200	7,88,831	52,225	4,000	17	68,000	6,36,140	14,000	20,000	17	340,000	20,000	17	238,000
15,940	46,000	18	8,30,400	8,28,766	52,225	4,000	18	72,000	6,64,740	14,000	20,000	18	360,000	20,000	18	252,000
15,940	46,000	19	8,76,600	8,68,701	52,225	4,000	19	76,000	6,93,340	14,000	20,000	19	380,000	20,000	19	266,000
15,940	46,000	20	9,22,800	9,08,636	52,225	4,000	20	80,000	7,21,940	14,000	20,000	20	400,000	20,000	20	280,000
15,940	46,000	21	9,69,000	9,48,571	52,225	4,000	21	84,000	7,50,540	14,000	20,000	21	420,000	20,000	21	294,000
15,940	46,000	22	1,015,200	9,88,506	52,225	4,000	22	88,000	7,79,140	14,000	20,000	22	440,000	20,000	22	308,000
15,940	46,000	23	1,061,400	10,28,441	52,225	4,000	23	92,000	8,07,740	14,000	20,000	23	460,000	20,000	23	322,000
15,940	46,000	24	1,107,600	10,68,376	52,225	4,000	24	96,000	8,36,340	14,000	20,000	24	480,000	20,000	24	336,000
15,940	46,000	25	1,153,800	11,08,311	52,225	4,000	25	100,000	8,64,940	14,000	20,000	25	500,000	20,000	25	350,000
15,940	46,000	26	1,200,000	11,48,246	52,225	4,000	26	104,000	8,93,540	14,000	20,000	26	520,000	20,000	26	364,000
15,940	46,000	27	1,246,200	11,88,181	52,225	4,000	27	108,000	9,22,140	14,000	20,000	27	540,000	20,000	27	378,000
15,940	46,000	28	1,292,400	12,28,116	52,225	4,000	28	112,000	9,50,740	14,000	20,000	28	560,000	20,000	28	392,000
15,940	46,000	29	1,338,600	12,68,051	52,225	4,000	29	116,000	9,79,340	14,000	20,000	29	580,000	20,000	29	406,000
15,940	46,000	30	1,384,800	13,07,986	52,225	4,000	30	120,000	10,07,940	14,000	20,000	30	600,000	20,000	30	420,000
15,940	46,000	31	1,431,000	13,47,921	52,225	4,000	31	124,000	10,36,540	14,000	20,000	31	620,000	20,000	31	434,000
15,940	46,000	32	1,477,200	13,87,856	52,225	4,000	32	128,000	10,65,140	14,000	20,000	32	640,000	20,000	32	448,000
15,940	46,000	33	1,523,400	14,27,791	52,225	4,000	33	132,000	10,93,740	14,000	20,000	33	660,000	20,000	33	462,000
15,940	46,000	34	1,569,600	14,67,726	52,225	4,000	34	136,000	11,22,340	14,000	20,000	34	680,000	20,000	34	476,000
15,940	46,000	35	1,615,800	15,07,661	52,225	4,000	35	140,000	11,50,940	14,000	20,000	35	700,000	20,000	35	490,000
15,940	46,000	36	1,662,000	15,47,596	52,225	4,000	36	144,000	11,79,540	14,000	20,000	36	720,000	20,000	36	504,000
				5,99,262			2,94,100		2,96,000		6,138,000		6,008,000			

