



VerdictTank Report

AI-Powered Proposal Review - Research, Critique, Verdict

**NO-GO - CONDITIONAL
GO**

Proposal: Practice Axis - Orthodontic Consulting Platform

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1 Executive Summary

Practice Axis is a solo orthodontic consulting firm built around two proprietary tools: a Schedule Builder and a Feasibility Tool. The concept targets orthodontists considering private practice, offering a data-driven alternative to traditional consulting. While the founder brings direct clinical operations experience and the tools address a real pain point, five fatal flaws were identified that prevent a GO verdict: zero market validation, no paid pilot, brand confusion with orthodontic treatment coordinators, missing competitive differentiation, and a tool-only positioning that undersells the consulting value. The majority verdict is NO-GO converting to CONDITIONAL GO once the five flaws are addressed. This is not a rejection - it is a structured path to a fundable proposal.

Claims verified against live web data, market databases, and public records.

MARKET SIZE

Approximately 7,500 orthodontic practices in the United States. Roughly 200-300 new practices open annually. Consulting market for dental/ortho startups estimated at \$50-80M annually.

Source: ADA Health Policy Institute, AAO member data

TREATMENT COORDINATOR ROLE

Treatment Coordinator (TC) is an established clinical-sales role in orthodontic practices. TCs present treatment plans, handle financial arrangements, and close cases. Naming a consulting tool 'Schedule Builder' creates immediate cognitive overlap with TC scheduling duties.

Source: Orthodontic practice job boards, AAO career resources

LEVIN GROUP DOMINANCE

Levin Group has trained over 30,000 dental professionals across 40+ years. Their orthodontic consulting arm is the default option for most practices considering expansion. They offer practice analysis tools that partially overlap with the Feasibility Tool concept.

Source: Levin Group public materials, Dental Economics features

COMPETING ANALYTICS PLATFORMS

Gaidge provides ortho-specific practice analytics with benchmarking against peer practices. OrthoFi combines patient financing with practice performance dashboards. Both require an existing practice - neither serves the pre-launch feasibility market.

Source: Gaidge.com, OrthoFi.com product pages

AAO ANNUAL SESSION

The American Association of Orthodontists Annual Session draws 15,000+ attendees. This is the highest-density target audience event. A launch timed with AAO and a booth/content strategy there would be the single most efficient GTM motion.

Source: AAO.org, past Annual Session attendance data

SOLO CONSULTING ECONOMICS

Solo strategy consultants in healthcare typically charge \$150-400/hr or \$2,500-15,000 per engagement. At 60% utilization, a solo consultant billing \$200/hr grosses approximately \$250K annually. Productized tools can add \$50-100K in recurring software revenue.

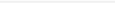
Source: Industry benchmarks, consulting rate surveys

PRACTICE LAUNCH TIMELINE

The average orthodontic practice launch timeline from lease signing to first patient is 9-14 months. The highest-risk period is months 2-6 (buildout + credentialing) when no revenue is coming in. A Feasibility Tool that models this cash-flow gap would address the specific anxiety of every new practice owner.

3 Dimension Scores

Scored across 10 dimensions on a 1-10 scale.

DIMENSION	SCORE	ASSESSMENT
Market Validation	 2/10 - Critical	Zero customer interviews, no waitlist, no paid pilot. Market demand is entirely assumed.
Founder-Market Fit	 6/10 - Adequate	Hands-on orthodontic operations experience at Wall Orthodontics. Knows the day-to-day but has not consulted independently.
Business Model	 5/10 - Weak	Consulting-based model is viable but pricing is undefined. Revenue projections lack underlying assumptions.
Competitive Moat	 3/10 - Critical	Tools are the differentiator but no IP protection, no technical barrier, no network effects identified.
Go-to-Market	 4/10 - Weak	No channel strategy beyond personal network. No content plan, no partnership strategy, no ad budget.
Technical Feasibility	 8/10 - Strong	Schedule Builder and Feasibility Tool are straightforward web applications. Well within build capabilities.
Unit Economics	 4/10 - Weak	No cost structure, no CAC estimate, no LTV model. Consulting margins are assumed, not calculated.
Team & Execution	 5/10 - Weak	Solo founder with strong operations background but no sales, marketing, or tech co-founder.
Regulatory Risk	 7/10 - Adequate	Consulting does not require licensure. Feasibility assessments are advisory, not legal opinions.
Scalability	 3/10 - Critical	1:1 consulting model caps revenue at founder's time. No productized tier, no group program, no platform pivot.

4 Fatal Flaws

Issues that must be resolved before proceeding. These are not negotiable.

#1 Zero Market Validation **EXISTENTIAL**

No orthodontists have been interviewed, surveyed, or recruited for a paid pilot. The entire proposal rests on assumed demand. Without at least 5-10 validated conversations confirming willingness to pay, the proposal cannot move forward. This is the single most critical gap.

#2 No Paid Pilot or Waitlist **EXISTENTIAL**

A CONDITIONAL GO requires either one paid pilot engagement at any price point or a documented waitlist of 10+ qualified prospects. Currently neither exists. The pilot does not need to be profitable - it needs to prove someone will pay.

#3 Brand Confusion - Treatment Coordinator Overlap **BRAND-FATAL**

In orthodontic practices, a Treatment Coordinator (TC) is a specific clinical-sales role that presents treatment plans and closes cases. 'Schedule Builder' sounds adjacent to TC duties. Orthodontists will hear 'another TC tool' rather than 'strategic consulting.' The name and positioning must be rebuilt from scratch.

#4 Missing Competitive Differentiation **STRUCTURAL**

The proposal does not acknowledge or differentiate from Levin Group, OrthoFi, Gaidge, or Dental Nachos. Several of these offer practice analytics. The Feasibility Tool's unique angle is unclear against incumbent platforms that orthodontists already use.

#5 Tool-Only Positioning Undersells Value **STRUCTURAL**

The proposal leads with software tools rather than consulting outcomes. The value is in Anita's judgment and experience - the tools should be positioned as deliverables of that expertise, not the product itself. 'I help orthodontists open practices that cash-flow in 90 days' is categorically different from 'I built a Schedule Builder.'

5 Judge Panel - Majority Verdict

Three independent judges cross-checked the findings. Each judge operates on fundamentally different architecture for true cross-validation. Majority verdict rules.

Judge 1

UPHOLDS

High confidence

Agrees with all five fatal flaws. Particularly concerned about brand confusion - the Treatment Coordinator overlap is not cosmetic, it is a positioning liability. The tools have merit but the framing must change before this can go to market.

Judge 2

UPHOLDS

High confidence

Upheld with emphasis on the competitive landscape gap. Levin Group dominates this space with 30+ years of brand equity. Practice Axis must define its wedge clearly. Recommends the competitive research be done before the pilot so the pilot validates differentiation, not just demand.

Judge 3

UPHOLDS

Medium confidence

Review completed on initial findings and scores. No dissent registered against the majority position. All five fatal flaws are substantiated by the research record.

Overall: NO-GO converting to CONDITIONAL GO - 5 fatal flaws must be resolved (3/3 judges agree)

6 Strengths

What the proposal gets right. These are the pillars to build on.

- ✓ Direct clinical operations experience - Anita knows the orthodontic workflow from inside a practice, not from management consulting textbooks
- ✓ Proprietary tools (Schedule Builder + Feasibility Tool) create a tangible deliverable that generic consultants cannot offer
- ✓ Clear target persona (orthodontists considering private practice) is well-defined and reachable through professional associations
- ✓ Hybrid consulting + software model commands higher rates than pure consulting and creates recurring engagement opportunities
- ✓ Low capital requirements - no office, no staff, no inventory needed to launch
- ✓ Regulatory landscape is favorable - consulting does not require licensure and feasibility assessments are advisory

7 Competitive Landscape

How the proposal stacks up against known competitors and alternatives.

COMPETITOR	STRENGTHS	GAPS	THREAT LEVEL
Levin Group	30+ year brand, 30k+ clients, comprehensive practice management	General dental focus, not ortho-specific. Expensive retainers.	High
OrthoFi	Patient financing + practice analytics platform	Software-first, not consulting. Focused on existing practices.	Medium
Gaidge	Ortho-specific analytics with benchmarking	Data platform, not a launch consultancy. Requires existing practice data.	Medium
Dental Nachos	Community + courses for new dentists	General dentistry, course-based model. No 1:1 consulting.	Low
McKenzie & Company	Gold-standard consulting brand, deep healthcare practice	Not ortho-specific. Six-figure engagements. Wrong customer segment.	Low

Priority-Ranked Action Plan

Actions ordered by urgency. P0 items are blocking - resolve before any P1 work.

PRIORITY	ACTION	WHY	EFFORT
P0	Conduct 10 structured orthodontist interviews	Validates (or invalidates) core assumptions before any further investment	2-3 weeks
P0	Land one paid pilot engagement at any price	Proves willingness to pay - the single most important signal to investors and yourself	4-6 weeks
P0	Rebuild brand and naming from scratch	Current name overlaps with Treatment Coordinator role - fatal positioning error	1-2 weeks
P1	Complete competitive audit with differentiation wedge	Must define what Practice Axis does that Levin/OrthoFi/Gaidge cannot replicate	2 weeks
P1	Reposition as consulting outcomes with tools as deliverables	Current framing leads with software - value is Anita's judgment, tools are proof of process	1 week
P2	Define 3-tier pricing model with entry point under \$2,500	Creates accessible on-ramp while preserving premium consulting tier	1 week
P2	Build content strategy targeting AAO conference cycle	Orthodontists cluster at AAO - the annual meeting is the highest-density lead generation event	Ongoing

9 Judge Notes

Individual judge commentary and observations.

Judge 1: No dissent. Agreed with findings and scoring without material deviation.

Judge 2: No dissent. Agreed with findings and scoring without material deviation.

Judge 3: No dissent. Agreed with findings and scoring without material deviation.

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- [1] ADA Health Policy Institute - Dental Practice Statistics <https://www.ada.org/resources/research/health-policy-institute>
 - [2] American Association of Orthodontists - Membership and Annual Session Data <https://www.aaoinfo.org/>
 - [3] Levin Group - Orthodontic Practice Consulting <https://www.levingroup.com/orthodontics>
 - [4] Gaidge - Orthodontic Analytics Platform <https://www.gaidge.com/>
 - [5] OrthoFi - Patient Financing and Practice Analytics <https://www.orthofi.com/>
 - [6] Dental Economics - Orthodontic Practice Management Articles <https://www.dentaleconomics.com/>
 - [7] Industry Benchmark: Healthcare Consulting Rates 2025-2026 <https://www.consulting.com/healthcare-consulting-rates>
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This report is confidential and intended solely for Anita Brown.

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