BRAND PLATFORM

Arunika Physio

Pune. Built with Dr Meera Kulkarni using Brand Strategy, by Brand Professor

Built 22 November 2026, with Dr Meera Kulkarni. Tags: `[NEEDS: ...]` means not backed yet, with what would back it; `[PROVISIONAL]` means a working draft not yet decided; `[EVIDENCE: source]` means backed by something you supplied.

---

1. One-page summary

In 30 seconds

Arunika Physio is for office workers in Pune with back or neck pain who are tempted to stop the day it eases. We exist to get you back to your life, then let you go. Your first visit is an hour. Your exercises are filmed on your own phone, so you keep doing them after the pain eases, and one physio sees you through to the end. We're straight with you and we teach, even when it costs us a session. One day, being let go by your physio will be the sign that it worked.

Purpose: To get people in Pune back to their lives after pain, injury or surgery, so that each patient stays until their goals are met and is let go the day they are.

Vision: A Pune where being let go by your physio is the sign that it worked.

Mission: We teach people in Pune recovering from pain, injury or surgery to treat themselves, with one physio from a 60-minute first visit to discharge.

The position

- Primary customer: office workers in Pune with back or neck pain.
- Value line: For office workers in Pune with back or neck pain, Arunika Physio starts with a 60-minute first visit and films your exercises on your own phone, so you keep doing them after the pain eases, and we let you go when your goals are met.
- Where we stand: the clinic with a longer first visit and a plan that ends when your goals are met, while rivals sell quick, cheaper, open-ended sessions.

Proof point: Every patient leaves their first visit with their exercises filmed on their own phone. On Google, where Arunika holds 4.8 from 612 reviews, one patient wrote "Dr Sana recorded my exercises on my own phone, so I actually did them", and another wrote "They told me I didn't need more sessions. Nobody tells you that." `[EVIDENCE: Google reviews, used with permission; the first-visit process]`

Four personality words: Straight. Hands-on. Unhurried. Unclingy.

Start here

1. Keystone action: write the goal and the expected end on every new plan, and walk the patient through it at session 2 or 3. Owner: Meera. Start: Monday 30 November 2026.
2. Quick visible action: replace the stock spine photos on Google and the website with real photos of the phone video (with patients' consent), plus "Nobody tells you when you're done with physio. So we will." Owner: Meera. Start: Tuesday 1 December 2026.

---

2. Core

Values

Honest about what we can and can't fix

What it means here: we tell a patient what physio will and won't do for them, including the day they no longer need us.
This means we won't sell discount packages, and we will discharge a patient the day their goals are met. When an office worker wants to stop at session 3, the physio tells them plainly what is still not fixed.

Teach, don't just treat

What it means here: every patient leaves the first visit able to do their own exercises at home, filmed on their own phone.
This means the third clinic will not open until every physio there records the home-exercise video on the patient's phone at the first visit.

The patient's time matters

What it means here: the first visit is 60 minutes so nothing is rushed, and no session is booked that the patient doesn't need.
This means we won't move to 30-minute first visits at the third clinic, even to fit in more patients.

How the values look against rivals (a working draft, mostly unfilled until rivals' own material is read):

Value	Arunika	MoveWell Clinics	Dr Joshi's Spine Centre	The team
Honest about what we can and can't fix	A discharge when goals are met, said out loud	Heavy discounts; how it handles discharge `[NEEDS]`	Big-name, surgeon-led; discharge `[NEEDS]`	A physio says "you don't need more sessions" when it's true; the front desk never offers a discount package
The patient's time matters	A 60-minute first visit; one physio for the whole course	30-minute sessions; cheaper	Expensive; visit length `[NEEDS]`	First-visit slots booked as 60 minutes, never split; a new hire keeps their own patients start to finish

The villain and the hero

The villain: The habit of selling physio by the session. Visits are short, sessions are sold in discounted bundles, and nobody tells the patient when they are done. What drives it `[NEEDS]`. The harm: people pay for visits without knowing whether they still need them, and leave without being able to help themselves.

The hero: Arunika is the clinic that works to make itself unnecessary. Every first visit is 60 minutes and ends with a written plan and the patient's exercises filmed on their own phone. One physio stays with the patient from the first visit to the last. When the goals are met, we discharge the patient and tell them so.

Purpose, vision, mission

- **Purpose:** To get people in Pune back to their lives after pain, injury or surgery, so that each patient stays until their goals are met and is let go the day they are.
- **Vision:** A Pune where being let go by your physio is the sign that it worked.
- **Mission:** We teach people in Pune recovering from pain, injury or surgery to treat themselves, with one physio from a 60-minute first visit to discharge.

The brand oath

1. **To our patients:** I solemnly swear to give every patient a 60-minute first visit and send them home with a written plan and their exercises filmed on their own phone.
2. **To our work:** I solemnly swear that the physio who sees you first sees you through to the end of your course.
3. **To your time:** I solemnly swear to discharge you the day your goals are met, and to tell you so.

Impact commitments: none recorded. Arunika has no environmental or social programme to evidence yet, so none is claimed.

---

3. Market and position

Primary customer (low confidence)

An office worker in Pune, aged 28 to 45, with back or neck pain, who often stops after 2 or 3 sessions once the pain eases. About 45% of Arunika's roughly 1,900 new patients in the last 12 months `[EVIDENCE: booking system]`. Why they book, what makes them hesitate, where they look and what they need to trust a clinic: `[NEEDS: six questions to three recent patients]`. Price: ₹1,200 a session, against a Pune range of ₹800 to ₹1,800.

Segment ranking

Segment	Profile	Reachable	Profitable	Underserved	Priority
Office workers with back or neck pain	28 to 45, about 45% of new patients	3	2	2	1
Post-surgery rehab	Knee and hip replacements, 55 to 75, about 25%, via two orthopaedic surgeons	2	3	2	2
Sports injuries	Runners, cricketers, gym-goers, about 20%	3	2	2	2
Women's health	Pre and postnatal, about 10%, since 2024	2	2	2	3

Three segments tie, which shows the data is thin. Office workers lead because they choose a clinic for themselves, they are the largest group, and they are the ones leaving before they're done. For now the brand does not lead with sports or women's health; post-surgery rehab continues through the surgeons.

Rivals (from the founder's descriptions; rivals' pages not yet read)

Rival	What it does	What makes Arunika different, checkable by booking
MoveWell Clinics	A chain of 11 branches in Pune, cheaper, 30-minute sessions, heavy discounts	A 60-minute first visit; no discount packages
Dr Joshi's Spine Centre	A big-name, surgeon-led centre, expensive	One physio for the whole course
Single-physio home-visit apps	Treat at home	Exercises filmed on the patient's own phone at the first visit

What every rival shares, as described: none is described as telling a patient when they're done.

The real rival (low confidence)

Rank	Alternative	Kind
1	Stopping once the pain eases	The patient lives with it
2	MoveWell Clinics	Same service, other seller
3	Single-physio home-visit apps	Same service, other seller
4	Dr Joshi's Spine Centre	Different service, same result

Arunika's real rival is probably the day the pain eases, not MoveWell. This is a hypothesis from what the founder has seen, pending three stories from office workers who stopped early. The real arena is whether an office worker finishes physio at all, not which clinic they pick.

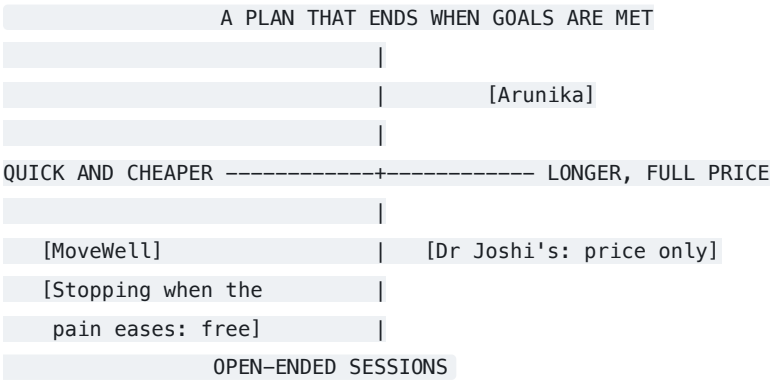
Three gaps and the insight

Gap	Key finding	What it means
How Arunika is seen	Patients who stayed say Arunika told them they were done; the logo and stock spine photos say nothing of the kind	The first thing a stranger sees has to show what patients already say
Moments nobody serves	Session 2 or 3 is where office workers leave, and Arunika says nothing special there	Own the moment the pain eases
What rivals do badly	MoveWell sells short, discounted sessions	Own the plan that ends when the goals are met

Gap insight (a hypothesis: it predicts what patients would say; it does not report them): Office workers stop physio when the pain stops, because relief feels like being done. Arunika is the one clinic in its set that tells patients when they really are done. So the ground nobody holds is the gap between "the pain has gone" and "you're done", and Arunika can own it by saying out loud, at session 2 or 3, which one the patient has reached.

Where Arunika stands

Two choices patients make: a plan that ends when goals are met, or open-ended sessions; quick and cheaper, or longer at full price.



Rivals placed from the founder's descriptions; home-visit apps not placed `[NEEDS]`.

Rationale: "We position here because office workers leave when the pain eases, not when they're done, and no one else is owning a plan that ends at the goal, not at the pain, for office workers in Pune."

Value line

For office workers in Pune with back or neck pain, Arunika Physio starts with a 60-minute first visit and films your exercises on your own phone, so you keep doing them after the pain eases, and we let you go when your goals are met.

The claim "so you keep doing them after the pain eases" rests on one patient's words and the 71% full-plan completion across all patients `[EVIDENCE: booking system, last 12 months]`; the figure for back and neck patients is `[NEEDS]`.

Proof point

Every patient leaves their first visit with their exercises filmed on their own phone. On Google, where Arunika holds 4.8 from 612 reviews, one patient wrote "Dr Sana recorded my exercises on my own phone, so I actually did them", and another wrote "They told me I didn't need more sessions. Nobody tells you that."
How a stranger checks it: book a first visit, or read Arunika's Google reviews.

4. Voice and story

Who we are when the guard is down

Arunika talks like a physio who would rather lose a session than sell you one you don't need. It says out loud what rivals won't: "we try to make ourselves unnecessary", and no to discount packages. It talks about patients getting back to their lives, not about bundles or offers.

Personality scores

Scale	Score
Fun 1 to 10 Serious	7
Casual 1 to 10 Formal	4
Cheeky 1 to 10 Respectful	7
Enthusiasm 1 to 10 Practicality	8
Traditional 1 to 10 Innovative	6
Accessible 1 to 10 Exclusive	3
Adventurous 1 to 10 Conservative	6
Youthful 1 to 10 Mature	7

Practical and plain-spoken. Serious about the body, never stiff with the person. Says the honest thing first, then shows you what to do.

Four words

Word	What it means here	Do	Don't
Straight	We say what physio can and can't fix, including "you're done"	Say "you don't need more sessions" when it's true	Soften a discharge into "come back whenever you like"
Hands-on	We show, then explain	Film the exercise on the patient's phone before explaining why it works	Hand over a printed sheet of exercises and hope
Unhurried	The first visit is an hour, and it feels like one	Book every first visit as a full 60 minutes	Fill a gap in that hour with a second patient
Unclingy	We're working toward the day we let you go	Write the goal and the expected end on every plan	Send "we miss you" reminders to patients you've discharged

Where we twist the familiar

1. No discounted bundles, but a plan with your goal and an expected end. The norm it twists: sessions sold in bundles.
2. Your exercises filmed on your own phone before you leave the first visit. The norm it twists: the printed exercise sheet.
3. The session where your physio tells you you're done. The norm it twists: discharge as an afterthought.

Brand signatures

Keyword	Signature
Done	"Pain gone isn't done. Done is when we let you go."
Straight	"You don't need more sessions. We'll say so."

Keyword	Signature
Hands-on	"Your exercises, on your phone, before you leave."
Unhurried	"An hour on your first visit. The same physio after that."
Unclingy	"Our best day is the day we let you go."
Back to your life	"Back to your life. Then we let you go."

How the voice shifts

Every example is a sample written for this guide, not a real message.

Situation	Tone	Signature	Example
Launch (the third clinic)	Serious eases from 7 to 6; Practicality stays at 8. Straight and Unhurried stay on.	"An hour on your first visit. The same physio after that."	"Our third clinic opens in [NEEDS: area and date]. Same rules as Baner and Kothrud: an hour on your first visit, the same physio after that."
Patient support	Casual moves from 4 to 3; Hands-on leads.	"Your exercises, on your phone, before you leave."	"Lost the video? Bring your phone to your next visit and your physio will film it again."
Complaint	Respectful rises from 7 to 9; no cheek at all. Straight stays on.	None	"You're right: your first visit was cut short, and that isn't how we work. Your physio will call you today to book a full hour [NEEDS: your rule for making it right]."
Social media	Casual moves from 4 to 3; Unclingy and Hands-on lead.	"Pain gone isn't done. Done is when we let you go."	"Back easing after two sessions? Good. That's not the same as done. Ask your physio which one you've reached."
Environmental issues	No position. We do not speak on environmental issues until Arunika follows a rule of its own about them.	None	None
Referring surgeons	Formal rises from 4 to 6; Respectful to 8. Straight stays on.	None	"Your patient will see one physio from the first visit to discharge, with a written plan and goals [NEEDS: whether plans are shared with the referring surgeon]."
Promotions	No discounts, ever. If Arunika promotes anything, it's the first visit. Practicality at 9.	"Your exercises, on your phone, before you leave."	"No offers. A 60-minute first visit at ₹1,200, and your exercises on your phone before you leave."

Our story

Nobody tells you when you're done with physio. So we will.

Most clinics sell physio by the session: short visits, sold in discounted bundles. You end up paying for visits without knowing whether you still need them, and you leave without knowing how to look after yourself.

Arunika opened in Baner in 2017 and in Kothrud in 2022. We work for people in Pune with back or neck pain, a new knee or hip, or a sports injury, and above all for the office workers tempted to stop the week the pain eases.

Your first visit is 60 minutes, not 30. You leave it with a written plan and your exercises filmed on your own phone, so you can do them at home without guessing. The same physio sees you every time, so you tell your story once. And when your goals are met, we tell you, and we let you go.

Patients notice. "Dr Sana recorded my exercises on my own phone, so I actually did them," one wrote. Another: "They told me I didn't need more sessions. Nobody tells you that." We hold 4.8 on Google from 612 reviews.

The pain easing is not the same as being done. If you want to stop at the third session, your physio will tell you plainly what is still not fixed.

We are building a Pune where being let go by your physio is the sign that it worked.

---

5. Activation

Touchpoints

Touchpoint	Trait that leads	How it shows up	Score today (0 to 3)
Google listing and reviews	Straight	Real phone-video photos; "Nobody tells you when you're done with physio. So we will."	1
Website	Straight	Opens with the value line; shows the phone video	0
Booking call and front desk	Unhurried	First visit booked as a full hour; "You'll leave with your exercises on your own phone, and we'll tell you when you're done."	Not described
First visit	Hands-on	60 minutes, a written plan with goal and expected end, exercises on the patient's phone	3
Sessions 2 and 3	Straight	The physio says plainly what is fixed, what isn't, how far to go	Not described
Discharge	Unclingy	"You're done", and "goals met" written on the plan	3
Messages between visits	Hands-on	`[NEEDS]`	Not described
Surgeons' referrals	Straight	`[NEEDS]`	Not described

The patient's path (office workers)

Stage	Trait that leads	Touchpoint	What it does
Back or neck starts hurting	`[NEEDS]`	None yet	Unknown
Looks for a physio	Straight	Google listing, website	Shows a stranger what patients already thank Arunika for
Books	Unhurried	Booking call, front desk	Removes the fear of a rushed visit
First visit	Hands-on	60-minute visit, plan, phone video	Proves the value line on day one
Session 2 or 3: the pain eases	Straight	Follow-up session	Turns "the pain has gone" into "here's how far you are from done". Where patients drop out today.
Goals met: let go	Unclingy	Discharge	Earns "Nobody tells you that"
Comes back or sends a colleague	Unclingy	`[NEEDS]`	Unknown

Priorities

Action	Path stage	Goal it serves	Owner	Date	Priority
Goal and expected end on every plan; walked through at session 2 or 3	Session 2 or 3	Keep office workers past the point where the pain eases	Meera	From 30 Nov 2026	1
Real phone-video photos replace stock spines on Google and the website	Looks for a physio	Stop looking like every other clinic	Meera	1 to 22 Dec 2026	1
One sentence and the booking line for the front desk	Books	Every staff member describes Arunika the same way	Meera	7 to 22 Dec 2026	2

Action	Path stage	Goal it serves	Owner	Date	Priority
Drop-off baseline	Session 2 or 3	Keep office workers past the point where the pain eases	Meera	30 Nov to 14 Dec 2026	2
Patient questions and stories	Looks for a physio; session 2 or 3	All goals	Meera	7 Dec 2026 to 31 Jan 2027	2
First-visit standards for clinic three	First visit	Open the third clinic without diluting quality	Meera	4 Jan to 31 Mar 2027	3

Goals

Goal	Information needed	Success measure	By when
Open the third clinic without diluting quality	The four first-visit rules written as standards	Six months after opening, every first visit runs 60 minutes with a written plan and phone video; full-plan completion at or above 71%	Open by 31 December 2027
Keep office-worker patients past the point where the pain eases	Baseline drop-off `[NEEDS: from the booking system]`	Back and neck full-plan completion 10 points above baseline	30 September 2027
Every staff member describes Arunika the same way	One agreed sentence	12 of 12 staff give it unprompted	31 March 2027
Stop looking like every other clinic	What the look must say	No stock spine photos on the website, Google listings or clinic fronts	30 June 2027 (Google and website by 22 December 2026)

24-month roadmap

Months	Focus	Key actions	Owner	Done when
1 to 3 (Dec 2026 to Feb 2027)	Foundation	Keystone; quick visible action; front-desk sentence; baseline; patient questions; rule for unused rehab sessions	Meera	20 of 20 plans; photos gone by 22 Dec 2026; rule printed by 22 Feb 2027
3 to 6 (Mar to May 2027)	Build	First-visit standards; 12 of 12 staff give the sentence; website rebuilt around the value line	Meera	By 31 Mar 2027; value line first on the homepage
6 to 9 (Jun to Aug 2027)	Momentum	Clinic fronts and logo refreshed; "Pain gone isn't done" on social; ask the two surgeons what they'd want to receive	Meera	No stock spines on either clinic front by 30 June 2027
9 to 12 (Sep to Nov 2027)	Scale	Completion against baseline; hire and train clinic three's physios to the standards	Meera	10 points above baseline by 30 Sep 2027 `[PROVISIONAL]`
12 to 18 (Dec 2027 to May 2028)	Expansion	Open clinic three with the same first visit	Meera	Open by 31 Dec 2027
18 to 24 (Jun to Nov 2028)	Leadership	Six-month quality check at clinic three; publish the year's back and neck completion rate if records back it `[PROVISIONAL]`	Meera	At or above 71% at six months; rate published with its source

What we stop doing

- Stock spine photos on Google and the website: cut by 22 December 2026.
- Front-desk staff describing Arunika in their own different ways: fixed by 22 December 2026 with the one sentence; all 12 staff by 31 March 2027.
- Writing a plan without the goal and the expected end: stopped from 30 November 2026.

- A rehab package with no rule for unused sessions when goals are met early: fixed by 22 February 2027. The rehab package itself stays: in the founder's words, it is 12 sessions for post-surgery rehab, not a discount package.
- The old look on both clinic fronts: refreshed by 30 June 2027.
- Discount packages: never.
- "Twice as fast" and "No.1": not used anywhere until records back them.

---

6. Checks it passed

Stage	What was tested	Result
1. Where Arunika stands	Every goal has a number and a date; at least one gap the founder hadn't said out loud; strengths a stranger could check; every goal ties to the horizon	Passed
2. The core	Purpose and mission still say something specific with the unprovable words removed; each has a real opposite whose cost the founder accepted; each value settles a real decision; the villain is a habit, not a company; each promise can be checked by a patient; all six pieces share one plain word, "done"	Passed
3. The market	The value line survives with the unprovable words removed; no rival is a straight swap on who, when, promise, proof and price (on paper, from the founder's descriptions); the proof is real today; purpose, villain, value line and proof share "done"; the same patient runs through every step	Passed, low confidence on patients and rivals
4. The voice	The 30-second version matches the value line; no signature works with a rival's name in front of it; the story holds as a five-part argument a sceptic can follow (on paper; the two-stranger retell is still to run)	Passed, lower confidence on the story
5. Activation	The keystone changes how Arunika works and both first actions start within 14 days with an owner and a test; nothing a patient meets before booking contradicts the core, and every fix has a date	Passed

Still open, and who can close it

Open item	Who
Share of back and neck patients who stop after session 2 or 3 (the baseline)	Meera, from the booking system, by 14 Dec 2026
Full-plan completion for back and neck patients	Meera, from the booking system
Six questions answered by three recent office-worker patients	Meera, by 31 Jan 2027
Three stories from office workers who stopped early ("What did you do instead?")	Meera, by 31 Jan 2027
Rivals' websites, Google listings and ten recent reviews each, read	Meera or a team member
Three critical review lines, pasted as written	Meera
Five patient messages or enquiries, to check how patients describe physio	Front desk
Where new patients come from, beyond the two surgeons	Front desk
What the front desk says on booking calls today; what happens at session 2 or 3 today	Meera
Whether written plans state the goal and the expected end today	Meera, by checking ten plans
The rule for unused rehab sessions when goals are met early	Meera, by 22 Feb 2027
Your rule for making a complaint right	Meera
Whether plans are shared with the referring surgeons, and what the surgeons would want	Meera, with the two surgeons
Whether discharged patients come back or refer others	Booking system
What drives the habit of selling physio by the session	Meera
What you'd aim for with no limits; your proudest moment in two years	Meera

Open item	Who
The moment you decided to start Arunika	Meera
Where Arunika sits on the personality boxes today and where you want it	Meera
A patient's own description of Arunika	Any patient
A sports patient's review, word for word, with permission, if sports credibility is wanted	Meera
Revenue and year-on-year change	Meera, from the accounts
The 30-second version read aloud and timed	Meera
One stranger's read of the value line; the two-stranger retell of the story	Meera
A front-desk lead and a senior physio to own tasks	Meera
Records behind "twice as fast" or "No.1", if either is ever to be used	Meera

7. Next checkpoints

- **Month 3 checkpoint: Monday 22 February 2027.** Review the share of new back and neck plans carrying a goal and expected end, drop-off at session 2 or 3 against the baseline, whether the stock photos are gone, and what the patient questions brought back. The signal that would change the plan: drop-off hasn't moved, and patients who stopped say cost or time rather than feeling done.
- **12-month review: Monday 22 November 2027.** Recheck the assumptions the strategy stands on.
- **Bring it forward if:** MoveWell or another rival starts telling patients when they're done; the patient questions show office workers aren't the right lead; the third clinic's date or area changes; or a launch fails.
- **Any big brand call before then** (a new service, a price change, the third clinic's location, a partnership) comes back for a quick decision check against this platform first.