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MAL Entertainment
6161 McDaniel Lane
Charlotte, NC 28213

Dear Slim and Team,

KMA Consulting Group is a business coach, educational resource and technology specialist for the hospitality and nightlife industry! We work to bridge the gap between the day-to-day grind of operations and the art of financial management. We are committed to developing our greatest resource—our people—to combat the lackluster service and high attrition that so often hinders our success. We seek the most creative applications of existing technology, not to replace social interaction, but to enhance it! We craft customized solutions specific to our clients' circumstances.

We believe our industry is in a slow-burn crisis—not because of pandemics, corrections to pandemics, psychological recessions or alien invasion—but because our newest generation of frontline workers don't possess the ability to connect and engage with guests. Our business cries out for extreme innovation, but also a return to the touchstones of service and entertainment—before they are lost altogether.

KMA Consulting Group consists of me, my associate and my rescue beagle. We look forward to using our decades of experience and extensive set of skills to take your organization to the next level!

To view digitally, visit www.KMAConsultingGroup.com/MAL to access your private link!

Kelly Skillen

*“KMA strive to implement, inspire and educate through action,
innovation and unity ...”*

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*What do YOU think
it stands for?*

This proposal is divided into three huge areas where we feel we can be of use! Choose one or more areas, or specific bullet points within an area to focus on. All of our solutions are customized to the specific needs of the client. Many of these topics interconnect, however, so the plan works best when adopted as a whole!

Business Coaching Adventures

This is one of the least sexy—but most vital—aspects of optimizing your business. Many talented owner/operators overlook key improvement opportunities, as well as virtual ticking time bombs, simply because they're immersed in the day-to-day grind. Here's where a new set of eyes and an analytic mind can change the game! Let's break it down.

HR and Labor Compliance. From onboarding to termination of employment, the labor landscape is a minefield! It might feel like there's no guaranteed strategy for operators to follow, but there *are* ways to mitigate exposure by streamlining the onboarding process, properly maintaining digital employee files, establishing official complaint procedures and practicing great entertainer relations.

- **Sexual harassment and discrimination training.** Harassment and discrimination claims—particularly those brought under Title VII—can shut off the lights. Worse, it's not a question of if, but when. While documented harassment training isn't yet required in North Carolina, we offer the sort of instruction that will not only help you defend a lawsuit but prevent the suit altogether.
- **Entertainer agreement review.** There have been new verdicts and relevant judicial opinions issued in the fourth circuit during the last few years—and the law regarding arbitration was quietly changed in 2024. We aren't lawyers, nor do we play them on TV, but we do have access to the best, most up-to-date legal guidance in our industry.
- **Employee handbook and policy update.** One thing is certain—ignorance is no longer an excuse. Courts expect employers to create and enforce policies that promote safety and compliance across the board. What's more, it's the organization's responsibility to anticipate any potential breach and create a policy for it! We'll use the most recent case law to update your manuals, as well as a plan to enforce them.
- **Complaint procedure implementation.** A specific, anonymous complaint line is a necessity in today's litigious business climate, but without expertise and care, claims can fall through the cracks, internal investigations can be mishandled and the process can be weaponized. Give yourself a fighting chance by addressing issues before they become expensive legal problems!

- **Digital Employee File Management.** One of the most draining aspects of litigation is discovery—gathering and producing all the pieces of requested information. Yet your best defense in a lawsuit IS documentation! Meet the burden and defend against labor claims with the click of a mouse.

Alcohol Awareness and Responsible Selling. KMA specializes in beverage education and sales, but the foundation of our programs is responsible selling. Did you know that simply offering evidence that your team attended alcohol awareness training can help you defend your license in the face of a violation? Most importantly, it's possible to draft *and* enforce an alcohol service policy that protects your venue without sacrificing guest relations or cratering sales—and even improve them in the long game.

- **Certified alcohol awareness training.** We offer proven instruction that can be used to prevent overserving and defend liquor-related claims.
- **Policy creation and implementation.** Why do you need a separate alcohol policy if you follow the law? It's the law to deny service to anyone under 21 years of age; it's policy to ID anyone who appears under the age of 30. While the law is nonnegotiable, you need clear rules that steer your team through dubious situations.
- **Mystery shopping.** How do you know your policy is being followed in your absence until it's too late? We offer regular, structured shops complete with reporting designed to expose lapses and identify areas of opportunity.

Security and De-escalation. One of the greatest challenges facing operators is how to offer exceptional hospitality while keeping the venues secure. It *is* possible, however, by honing your de-escalation skills. This isn't only necessary for security hosts, but for everyone who interacts with guests. A server or bartender may be the first to notice that a guest is belligerent or an altercation is brewing. The entire team should know what to do in the event of a fire, robbery or active shooting. As aspects of society become scarier, we can arm our cast with the knowledge to navigate dangerous situations—and even save lives in the process.

- **Use-of-force policy creation and implementation.** While many operators issue zero tolerance policies when it comes to use-of-force, this blanket rule can come up short in certain circumstances. Teach your team how to responsibly keep themselves and others safe in dangerous situations.
- **De-escalation instruction for everyone.** We must plan for the worst, but most altercations CAN be prevented if the team works together. All it takes is situational awareness and skillful use of psychology to persuade even the most difficult guests to do as we ask.

- **Incident report and witness statement management.** Be sure incidents are accurately documented and easily accessible at a click.
- **Plans for fire, active shooters and first-aid.** In the event of a crisis, the only way your team will remain cool and collected is if the procedure is second nature. Drafting and posting step-by-step instructions can go a long way toward averting tragedy.

Financial Analysis and Optimization. One of the most valuable exercises an owner/operator can embark upon is a full P&L analysis. Most operators diligently track sales but understanding your revenue segmentation and the *building blocks* of each segment can lead to greater optimization. So can breaking down your *day parts*, then devising strategies to build up the times when sales are weak! We drill down on key metrics, including PPA, drink average, dance average, and more! Finally, we examine the expenses over which we have control—marketing, COGS, labor and supplies—to help you achieve greater profitability.

- **Revenue analysis and segmentation.** Let's break your revenue down by category and time of day, then draft specific strategies to bolster weak areas.
- **Key Metrics.** What do PPAs, drink averages, dance averages, NAB sales and average entertainer rent reveal about your business? It depends on the context. We'll unpack these and other telling statistics to learn about our venues' hidden strengths and weaknesses!
- **Trend Analysis.** It's a proven fact that the direction in which a business is trending is the direction in which it will continue to trend—up, down or flatline—unless some external factor interferes. We'll identify your existing trends so we can enhance the positive ones and disrupt both the stagnant and the negative.
- **Price/Cost Analysis.** Does your pricing make sense, with respect to cost AND the market? When is it advisable to discount, and when can we charge a premium? Pricing is both art and science, perception and reality, yet most businesses leave money on the table by failing to take a deep dive into the realm of p/c analysis. We'll be your guide to almost certainly finding unrealized profits while remaining competitive.
- **P&L Budgets and Forecasting.** Did you know the most successful businesses aren't the ones who spend the *least* money, but the ones who spend as much as they can afford to in order to GROW while remaining profitable? We'll drill down on variable expenses but also examine ways to increase our bottom lines by significant percentages, virtually overnight!

BUSINESS GOALS:

- ✓ 100% attendance and pass rate – harassment
- ✓ 100% attendance and pass rate – alcohol awareness
- ✓ 0% missing or incomplete incident reports
- ✓ 0% missing or incomplete entertainer agreements
- ✓ 0% missing or incomplete employee packets
- ✓ 20% theoretical increase to annual profit based on projections

Marketing and Sales

Digital and Social. By now, we all know a stellar digital presence is a must—most prospective guests, cast members and entertainers meet us for the first time online! But how do those efforts, which can be time-consuming, equate to butts in seats and money in the bank? We'll polish up your existing efforts and help the team understand the mechanics of building a better *funnel*. It's not enough to have a pretty website or post daily on Instagram; we must inspire guests to reach out, give us their data and come to the venues. We'll work with you on compelling content, calls-to-action and data-mining methods to create a round-the-clock marketing machine!

- **Maps and Business Listings.** Did you know that many prospective guests bypass our gorgeous websites altogether in favor of our Maps listings? Or that GMB has become an interactive, de facto social media platform? OR, that Apple Maps listings are more widely viewed than Google by guests with smartphones? We'll explain!
- **Website Review and Online Sales.** Does that mean our business sites don't matter? Of course not! Your venue's website must not only be an enticing, accurate expression of the experience you offer—it must impart AND gather information, as well as factor prominently in your marketing funnel. You can even make sales directly through the web, if you choose.
- **Email, MMS and Social Media Strategy.** To successfully market our venues, we must be where people are, and it's no secret that where people are is on their phones. Text, email, Facebook, Instagram—we must meet them at every level. But simply sending and posting constantly isn't the answer. Let's make our social media and digital marketing efforts count.
- **Reputation and Review Management.** Why bother responding to bad reviews? Or god forbid, positive ones? It's not for the benefit of the reviewer, but the public at large. A single Google review receives tens of thousands of views, and viewers are more likely to believe a stranger's opinion than the business's own advertising. Take back the narrative! Think Yelp! doesn't matter anymore? We wish it didn't, but since

it's the default review platform for everyone with an iPhone, sadly this is not the case. Let's turn that frown upside down with skilled reputation management 😊

Events and Promotions. It's our job to throw a party every night, and there's no shortage of excuses to plan a fun event or promotion! But telling everyone to wear pink and calling it a Pink Party isn't going to get the job done. Whether we discount or don't, our venues need content to promote, plus fun menu items and entertainment to enhance the guest experience. We provide leaders with ALL the resources to assemble their annual event calendars and execute great promotions on ANY budget.

- **Annual Event Planning.** The calendar provides plenty of opportunities to celebrate, and we're happy to fill in the gaps! By planning at least one monthly event in advance, the team has time to prepare, promote and get set up for success.
- **Promotions Resource Farm.** A promotion doesn't have to break the bank. It does, however, consist of a few specific things—CTA, decorations, drink item, food item, costumes/accessories, an entertainment element, and swag. We'll provide dozens of concepts, complete with activation instructions, for budgets ranging from luxury to near nothing.

Guerrilla and Internal Marketing. We look at these as opposite sides of the same coin—one takes place outside the venue while the other happens within. The messaging, however, is identical. We help venue leaders identify guerrilla marketing opportunities that make sense and introduce them to hospitality professionals at hotels, steakhouses and other strategic partners. Finally, we'll arm our cast members with the tools they need to be our greatest promotional force, plus provide each venue with the signage, menus, announcements and QR codes to sell our product—even when the team falls short!

- **Guerrilla Marketing Maps.** “We’ve tried and it doesn’t move the needle,” you say. Great guerrilla marketing requires preparation, professional promo attire and yes, pay—as if each outing were a scheduled shift. We believe we should do it right or don’t do it all. But do it 😊
- **Referral Programs.** Our best ambassadors are our cast, but our next best ambassadors are hospitality professionals at neighboring businesses. Whether you offer late night perks or straight up compensation, we’ll create a program that yields results.
- **Internal Marketing Overhaul.** If our best ambassadors ARE our cast, let’s give them the tools to turn our first-time guests into regulars and our regulars into loyal, lifelong friends. We can also implement visual and audio sales tools to reinforce the team’s best efforts and pick up in the event those efforts fall short.

BUSINESS GOALS:

- ✓ 20% increase in guest attendance
- ✓ 50% increase in digital engagement
- ✓ 100% increase in organic social content
- ✓ 100% increase in consistent daily posting schedule
- ✓ 100% annual promo calendar submission
- ✓ 100% pass rate -internal marketing audit

Recruit, Develop, Retain!

Recruit. Ever feel like the moment you fill one hole, another springs a leak? Or that you're constantly compromising standards for sake of remaining adequately staffed—at least for today? We know the feeling, and we're here to help. Whether it's about crafting an Indeed ad that beats the algorithm, creating a social media *campaign*, or getting out there to draft top talent, we've proven ourselves as *national* authorities when it comes to recruiting.

- **Ad and Campaign Management.** Believe it or not, the best way to game the Indeed algorithm is FREE. Yes, you should create a campaign on social, but your website is an even more important recruiting tool—speak to your dream candidate, not the lowest common denominator. The best people are already employed, so someone needs to be out, meeting and drafting!
- **Candidate Screening.** The key to courting great candidates is to respond within 24 hours—or less. Venue leaders often run short on time, but recruiting is arguably the most important job we have! Worse, we often fumble the ball by offering prospective cast members the cold shoulder when they arrive at the venue—treat them like VIPS! We'll handle the introductions and offer the team guidance on how to meet and greet a candidate.

Develop. Why do we put so little effort into our most important resource—our team? Whether it's because they never stick around, or stick around for *life*, we believe the approach is wrong. Let's put our efforts into those who are the face and voice of our organization. We'll help you instill *pillar one*—a positive business culture rooted in pride. Then we'll create the educational and developmental tools that set your leadership and cast on a successful path with a combination of onsite and online methods.

- **Resource Farm.** This is a dedicated drive curated specifically for your organization that leaders can access on demand, with pro tips and expert hacks on subjects such as culture, marketing, beverage, entertainment, compliance, finance, technology and more! Every time a new resource is added to the drive, your team will receive a notification, just like social media. If they can use their phones, they can use the Farm.
- **Online Development Platform.** No two ways about it, this adventure requires an investment of time and money. But if you, like most multi-unit operators, have struggled with educating and developing your team, we can help you create a digital platform that every server, bartender and host can use! Some content can be required, while others are optional to qualify for raises or advancement within the organization.
- **Online and Onsite Seminars.** At least monthly, we should meet in person, but with team members working different shifts, additional instruction can be offered online. These can be compliance-focused—alcohol, harassment, security—or sales, entertainment and beverage related. Either way, our team gets a little smarter, every month.

Retain. It goes without saying that if we hang onto talent, we take pressure off the recruiting cycle and can expend our effort on long-game development! *Besides* that continued investment in development, the key to retention is allowing your cast to feel invested in your business. Part of this is financial—include your team in nightly and weekly goals, as well as the rewards for meeting them—but part of it is completely free! Awards, shoutouts, a simple compliment or taking the time to solicit a team member’s opinion goes a long way toward making them feel valued.

- **Give and Receive Feedback.** The easiest way to retain cast doesn’t cost a thing! While we often fear that critiquing our cast will lead to a mass exodus, team members really do crave feedback, and they are more than willing to offer theirs in return! Also, many prospective cast members cite poor communication as a reason for leaving a previous job. Communication IS a skill, but it doesn’t cost anything!
- **Bonuses and Service Charges.** Yet, money talks—and tipping culture has changed. There are skillful ways to pass these incentives onto guests and/or motivate cast members to sell. Let’s look at the most effective and go from there!

BUSINESS GOALS:

- ✓ 90% fully casted per labor projections
- ✓ 100% pass rate – uniform/dress guideline audit
- ✓ 75% pass rate – leadership and cast evaluation
- ✓ 75% weekly goal rate

We've highlighted key areas here, but this is just the tip of the iceberg! We recognize that being an operator in the adult nightlife space requires unprecedented expertise in multiple arenas, so we strive to offer end-to-end solutions for multi-unit organizations. When the time is right, we look forward to meeting to further elaborate on our ideas and our methods. From there, we'll draft a scope of work and determine the necessary time commitment. It's always a good day to level up!

