



From meditation app to mental-health care platform, then sold: \$12.99/mo or \$69.99/yr subscriptions, an Ebb AI companion, \$99.99/mo coaching, insurance-billed therapy, and employer and health-plan contracts at 20,000+ companies, acquired by AI-care company Sword for a reported ~\$300M (closed Oct 1, 2026) after a \$3B valuation in 2021.

KEY PARTNERS

- **Employers** — 20,000+ companies offer Headspace (FACT, company claim).
- **Health plans** — Cigna Healthcare, Kaiser Permanente; in-network therapy billing (FACT).
- Contracted coaches, therapists, psychiatrists (flex network since Mar 2025, SECONDARY).
- Apple App Store and Google Play for consumer subscriptions (FACT).
- **Sword** — owner since Oct 1, 2026 (FACT Help Center).
- Content partners such as the NBA (FACT release).

KEY ACTIVITIES

- Produce meditation, sleep, focus, and movement content (FACT App Store).
- Run Ebb, the AI companion; voice mode added 2025 (FACT).
- Triage and match members to coach, therapist, or psychiatrist (FACT).
- Enterprise and health-plan sales plus account management.
- Insurance credentialing and claims for therapy (FACT therapy page).
- **Clinical research** — 80+ peer-reviewed publications (FACT, company claim).

KEY RESOURCES

- **Brand** — reach of 100M people in 200 countries (FACT, company claim).
- **Library** — 500+ guided meditations, sleepcasts, focus music (FACT).
- 20,000+ company customers; Cigna, Kaiser health-plan deals (FACT).
- Care network plus in-network insurance status (FACT).
- **Evidence base** — 84 peer-reviewed studies (FACT, company claim).
- Ebb AI companion and member data.

VALUE PROPOSITIONS

- Meditation, sleep, focus, mindful movement (FACT).
- **Ebb** — always-on AI companion for everyday emotions (FACT).
- Text-based coaching and video therapy in the same app (FACT).
- Insurance-covered therapy, copays often ~\$10–\$45 (FACT estimator).
- **Employers** — replace or upgrade the EAP with one integrated vendor (FACT).
- **Company-reported outcomes** — 83–85% improved anxiety/depression (FACT claim).

CUSTOMER RELATIONSHIPS

- Free trial, then auto-renewing subscription (FACT).
- **Daily habit loops** — streaks, recommendations, progress tracking (FACT).
- **Ebb** — 2M+ messages exchanged in early rollout (FACT).
- Matched coach or therapist for personal care (FACT).
- Account management for employers and health plans.

CHANNELS

- iOS and Android apps; headspace.com web checkout (FACT).
- Employer benefits and EAP replacement deals (FACT).
- Health plans and insurer networks (Cigna, Kaiser) (FACT).
- In-app insurance check for therapy (FACT).
- Brand marketing, content, and partnerships.

CUSTOMER SEGMENTS

- Individual subscribers (US \$12.99/mo or \$69.99/yr) (FACT).
- Families (up to 6) and students (FACT).
- Employees at 20,000+ companies (FACT, company claim).
- Health-plan members (Cigna, Kaiser) (FACT).
- Therapy patients billed to insurance, US adults 18+ (FACT).
- **Buyers** — HR, benefits leaders, health plans, governments.

COST STRUCTURE

- **Clinician pay** — coaches, therapists, psychiatrists (variable).
- Content studio and Ebb AI development (largely fixed).
- Enterprise sales, account management, marketing.
- Apple and Google fees on in-app subscriptions.
- **2024 reset** — 13% layoffs; therapists to contractors (SECONDARY).
- EBITDA profitable per CEO, late 2025 (SECONDARY).

REVENUE STREAMS

- Solo \$12.99/mo or \$69.99/yr (US) (FACT).
- Family \$99.99/yr for 6; Student \$9.99/yr (FACT).
- Coaching \$99.99/mo, 3 text sessions (FACT).
- Employer and health-plan contracts (quote only).
- Therapy billed to insurance, plus copays (FACT).
- >\$200M revenue; sold for ~\$300M (SECONDARY).