



**NeverStopMoving365 | Christina Collins, Founder & Owner**

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Winter 2025

To Whom It May Concern,

Working with Eric Soelberg has been an exceptional experience from start to finish. He stepped into an extremely complex financial environment, our rapidly scaling youth-fitness company preparing for national franchising and immediately brought clarity, structure, and confidence to our financial model. His communication style is thoughtful, highly responsive, and easy to work with. He has a unique ability to distill complicated financial concepts into actionable insights that I could understand and use in real time to make strategic decisions for our brand.

One of the most valuable outcomes of Eric's work was helping me transform years of company-owned financials into a clean, accurate, and franchise-ready P&L model. This is a task that most founders find overwhelming, but Eric made it not only manageable and even better he made it empowering. He showed me how to extrapolate performance appropriately from corporate locations to prospective franchisees, how to separate scalable unit economics from corporate overhead, and how to create a transparent model that supports both compliance and growth. His blend of financial expertise and marketing-minded storytelling helped me see how the numbers translate into a compelling franchising narrative.

Eric consistently met me where I was, asking the right questions and providing the right level of detail without ever overcomplicating the process. He is knowledgeable, friendly, and genuinely invested in helping founders succeed. He quickly became a trusted sounding board for key decisions and a partner in ensuring that NeverStopMoving365 is positioned for long-term success.

I would absolutely recommend Eric to other founders, CEOs, or emerging franchise brands who need fractional CFO support especially those who want someone who brings both precision and practicality. His work has been truly instrumental in setting our franchise system up for strong, data-driven growth.