

Healthy & Fit

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2 Confidentiality Statement

The information, tables, and data found in this business plan are confidential and are provided on the understanding that they will be held confidentially and shall not be disclosed to third parties without the prior written consent of Jennifer Herbert.

3 Executive Summary

Starting a private practice has been a goal of mine for some time now. With the rapidly rising obesity rates seen in this country, it's time to make this goal a reality. My eight years in the health and wellness industry, as a personal trainer, has provided me with ample experience. The passion I have for helping individuals achieve their health-related goals sparked me to pursue a Masters degree in Public Health with a concentration in Nutrition. With the addition of a nutrition focused degree, I am better qualified to help individuals lead healthy and fulfilling lives.

Healthy & Fit is a start-up private practice positioning itself to become the market leader in offering comprehensive nutrition and fitness services that help health-conscious individuals and families achieve optimal health and wellness. The long term goal of Healthy & Fit is to develop into a niche private practice that specializes in improving the health of individuals and families, especially families that have overweight/obese children by providing weight management nutrition therapy and fitness classes. The company utilizes a customized approach in providing services based on the needs of the individual and/or family, while offering clients convenient service delivery options such as in-home and cost-effective options in the form of packages. By leveraging key features (i.e. convenience, cost-effectiveness, and customization) often underutilized in the health and wellness industry, Healthy & Fit will be able to outpace competitors and raise the bar for future competitors.

The nutrition-related services that will be offered include: individual/family nutritional counseling and healthy lifestyle management services (i.e. grocery store tours, dining out strategies, meal planning, and kitchen makeovers). The fitness-related services include: personal and group training, group fitness classes (for individuals and families), exercise program design assistance and home gym set-up. These services will provide clients with the tools and education needed in order for them to make long-lasting lifestyle changes.

The health and wellness field has seen marked growth and is projected to be the next trillion dollar industry. This is promising for health and wellness professionals seeking to be self-employed. Thus, creating an ideal market for Healthy & Fit and providing an opportunity to prosper. This business will serve both men and women, in the Raleigh area, from 22 to 60 years of age who are seeking to meet personal health and wellness goals by adopting healthy eating habits and/or engaging in a structured fitness program. As the business expands, marketing efforts will be geared towards overweight/obese individuals and families, especially families with overweight/obese children 6 to 18 years of age. Raleigh is one of the fastest growing areas in the United States and is a great place for families due to the plethora of parks and other family-focused attractions present. There are businesses, in the Raleigh area, that offer competing services to Healthy & Fit. However, none of them provide all of the key features of my business with many lacking specialty services for overweight/obese children.

With the rising obesity rates seen with both adults and children, it's imperative that these individuals have access to services that will help them manage their excess weight before it leads to other chronic diseases. Obesity prevention is the ultimate goal. Thereby, it is the vision that Healthy & Fit will be a leading provider of preventative services that aid in the development of healthier families and communities.

4 Business Description and Vision

4.1 Mission Statement

To provide tailored, cost effective, and convenient nutrition and fitness services that help health conscious individuals and families meet their health and wellness goals.

4.2 Company Vision

The vision of Healthy & Fit is to develop into a niche private practice that specializes in improving the health of individuals and families, especially those families that have overweight/obese children between the ages of 6 and 18, by offering weight management nutrition therapy and fitness classes; thereby, helping to build happy and healthier families and communities.

4.3 Business Goals and Objectives

Short-term Goals

Goal #1: Obtain degree and credentials

Objectives:

- a. Obtain my Master's in Public Health in Nutrition degree from the University of North Carolina by January 2014
- b. Pass the registered dietitian examination and become a credentialed registered dietitian by March 2014
- c. Complete and obtain the Certificate of Training in Adult Weight Management program by May 2014
- d. Become a licensed dietitian nutritionist for the State of North Carolina by May 2014
- e. Complete required activities to obtain the Health and Wellness Coach Certification from Wellcoaches by June 2014

Goal #2: Build clientele base

Objectives:

- a. Obtain appropriate liability insurance
- b. Secure work at a private personal training studio as an independent contractor (i.e. Independent Personal Training Studio located in Raleigh)
- c. Market personal training and nutrition services to potential clients via grocery stores, health food stores and shops, etc.
- d. Lead boot camps at parks in Raleigh to increase exposure and revenue
- e. Offer nutrition and fitness counseling at health fairs
- f. Teach free classes at community centers and churches
- g. Build a website to further increase exposure

Goal #3: Launch a nutrition therapy and private personal training studio by January 2015

Objectives:

- a. Trademark business name
- b. File appropriate paperwork to establish Healthy & Fit as a "Limited Liability Company or LLC"
- c. Find a large enough space to rent that's also cost effective
- d. File appropriate paperwork to obtain an EIN tax ID
- f. Attract clients through marketing strategies outlined in the business plan

Long-term Goal

Goal: Expand the business by offering more classes and specialty services

Objectives:

- a. Complete and obtain the Certificate of Training in Childhood and Adolescent Weight Management, which will enable the ability to offer specialized programs/classes for overweight/obese children/adolescents/teens
- b. Obtain the Weight Management fitness specialty certification from the American Council on Exercise
- c. Obtain the Youth Fitness certification from the American Council on Exercise
- d. Offer more group fitness classes based on client feedback
- e. Hire independent contractors to conduct additional group fitness classes and nutritional services as needed

4.4 Description of Business

Healthy & Fit is a private practice that will offer nutrition and fitness related services to assist individuals and families achieve their health and wellness goals. Healthy & Fit features cost effective packages that aid in improving both nutrition and fitness for a well balanced approach to overall wellness. This business aims to target the busy middle class by offering convenient services such as in-home personal training (individual or small group) and nutritional counseling. Additionally, group fitness classes will be offered to clients that prefer to exercise in a group format.

4.4.1 History of the Business

Healthy & Fit is a startup private practice that will be located in Raleigh, NC. Jennifer Herbert, the owner of Healthy & Fit, has 7 1/2 years experience as a personal trainer. She obtained her Bachelor's degree in Exercise Physiology in 2006 from the University of New Orleans and became a certified personal trainer through the American College of Sports Medicine the same year. Jennifer has worked in medical weight-loss facilities, private personal training studios, community health centers as well as provided in-home personal training services. She is passionate about health and helping individuals achieve their personal wellness goals. Her passion led her to pursue a Master's degree in Public Health with a concentration in Nutrition from the University of North Carolina at Chapel Hill. With the addition of a nutrition focused degree, she is better qualified to help individuals meet both their nutrition and fitness goals, fulfilling her vision of offering services that are well balanced in the area of health and wellness.

In addition to the skills mentioned previously, she has obtained valuable practical experience in the dietetics field through over 1200 hours spent as a student intern. Prior to the launch of Healthy & Fit, she plans to donate her time to company health fairs and offer free nutrition classes at community centers to further strengthen her skillset.

4.4.2 Key Company Principals**Put clients first**

This is a service-based business; therefore, it's imperative to provide services tailored to each client's unique wants and needs. This specificity will enable clients to achieve optimal wellness. Thus, at Healthy & Fit, all sessions and services are client-centered.

Quality over Quantity

Healthy & Fit cares about our clients and we want each and every one to achieve his or her goals. Our [future] private studio will offer an intimate, non-intimidating atmosphere where clients feel welcome. Gyms typically operate under the quantity over quality philosophy. They know that their members will eventually underutilize services. Nevertheless, they will continue to pay membership fees.

Monitor and evaluate

To maintain a relevant, profitable business, regular performance reviews are crucial. We will monitor and evaluate our own performance as well as monitor and evaluate our client's progress (through counseling sessions and ongoing support) to make sure the client is working towards achievement of his or her own goals. Clients will be encouraged to provide feedback via surveys to assess us in addition to assessing their own progress. These assessments will aid in the growth of Healthy & Fit.

5 Definition of the Market

5.1 Description of the Industry

The proposed business aims to assist individuals and families achieve their health and wellness goals by offering tailored nutrition and fitness services to improve quality of life. According to Stanford Research Institute (SRI) International, this business would be a part of the "Wellness Industry." The Wellness Industry is described as a \$1.9 trillion global multidimensional, holistic market that includes "proactive approaches to feeling better and preventing sickness from developing"¹.

The services offered at Healthy and Fit will support the objective of preventing sickness from developing; however, services will also be targeted to those individuals currently suffering from chronic disease and other ailments by way of healthy eating and physical activity promotion, coupled with disease management. This industry, as reported by SRI International, is comprised of subcategories, which make up the "wellness cluster". The subcategories are: spa, complementary and alternative medicine, healthy eating/nutrition and weight loss, preventative/personalized health, medical tourism, wellness tourism, fitness and mind-body, workplace wellness, and beauty and anti-aging¹. Healthy & Fit will offer services that fall within three of the categories: healthy eating/nutrition and weight loss, preventative/personalized health, and fitness and mind-body.

5.2 Industry Outlook

It is believed that wellness is the next trillion dollar industry due to the fact that more employers are trending towards investment into healthy living programs, while individuals are seeking to achieve optimal health. Retailers of various channels and markets are tapping into the industry by expanding to offer services such as nutritional assessments and preventative screenings².

The fitness and nutrition/weight loss industry, two subcategories of wellness, are seeing marked growth as are the professionals in the respective fields. According to the U.S. Department of Labor, the job market for "fitness trainers and aerobic instructors" is one of the fastest growing in the United States³. Employment in this sector is expected to grow by 24 percent from 2010 to 2020, faster than the average for all occupations. This is based on the fact that businesses and insurance companies continue to recognize the benefit of health and fitness programs; thus providing incentives for their employees to join gyms or other fitness facilities⁴. The U.S. Department of Labor expects job growth in dietetics to increase 20 percent between 2010 and 2020 which is also faster than the average⁵.

The growth in the wellness industry is promising for those seeking to be self-employed. Since 2009, private practice dietitians are one of the few positions that have seen increases in their median wage helping them to keep steady with the 5.5% two-year rate of inflation⁶. This indicates that there is an increasing demand for private practice dietitians. IBISWorld, a market research organization, reported in 2012 that the wellness field is predicted to be a hot commodity due to the fact that more Americans are concerned about their health and wellbeing⁷. Industry diversification is one of the driving forces behind

a burgeoning fitness industry. Alternatives to traditional health clubs are becoming more popular³. Fitness professionals seeking to provide personalized services in a private studio environment have great potential for growth as more people, especially those who are overweight or obese, are searching for the “right gym environment” where they can feel comfortable. Many overweight or obese individuals are intimidated by the typical gym atmosphere where there are a plethora of already fit and experienced individuals working out⁸.

5.3 Target Market

The target population for Healthy & Fit will consist of both men and women from 22 to 60 years of age who are seeking to meet personal health and wellness goals by adopting healthy eating habits and/or engaging in a structured fitness program that will foster sustainable health behavior changes and promote optimal wellness for themselves and/or their families. As the business grows, marketing efforts will be focused on overweight/obese, deconditioned individuals and families, especially families that have overweight/obese children 6 to 18 years of age. The ultimate goal for this business is to develop a niche practice with a focus on weight management for both adults and children/teens.

5.3.1 General Profile of Clients

The target market will be overweight/obese individuals and families with adults between the ages of 22 and 60 and children/teens from 6 to 18 years of age that live in the Raleigh area and need nutritional and fitness services to assist with weight and/or chronic disease management. The following are other characteristics of the target market.

- Have at least \$40,000 of personal income
- Live within 5 to 10 miles of the business or within 20 miles if seeking in-home services
- Have chronic disease(s) or are at risk for chronic disease (e.g. heart disease, type 2 diabetes, high blood pressure, high cholesterol, stroke)
- Seek personalized services and a private atmosphere
- Find it difficult to motivate self and need support
- Have a busy lifestyle and is looking for convenient services (in-home personal training and nutritional counseling)
- Interest in nutrition and fitness services
- Understand the importance of eating healthy and being physically active
- Enjoy working in a small group environment (i.e. boot camp and/or group personal training)
- Avoid commercial gyms or larger fitness facilities

5.3.2 Rationale for Target Market

The reasoning behind choosing this target market is based on the prevalence of obesity among adults and the rise of childhood obesity as well as the population’s increasing awareness of the health implications of obesity. These factors are undoubtedly contributing towards the growth of the wellness industry.

5.3.3 Nutrition and Physical Activity Impact on Health

The evidence supporting the benefit of frequent exercise and a diet high in whole grains, fruits and vegetables for preventing and treating chronic diseases (i.e. coronary artery disease, hypertension, diabetes, metabolic syndrome, and various forms of cancer) is overwhelming. Adopting a healthy lifestyle is more suitable than popular weight loss diets and programs “for winning the war against” these major diseases observed in industrialized countries today⁹.

5.3.4 Critical Needs of the Market

Most Americans are not eating a healthy diet or obtaining enough physical activity. Fewer than 1 in 3 adults and even fewer adolescents consume the recommendation for the amount of vegetables daily¹⁰. Approximately 75% of Americans do not eat enough fruit and 64% consume a diet high in saturated fat. A diet low in fruits and vegetables and high in saturated fat are correlated with coronary heart disease, diabetes and some cancers¹¹. Moreover, greater than 80% of adults and adolescents are not meeting the recommendation for physical activity¹⁰. Physical inactivity produces almost as much a risk for heart disease as smoking cigarettes, having a high cholesterol level, or high blood pressure. However, the lack in physical activity is more prevalent in the general population than these other risk factors¹¹.

Due to the high percentage of Americans that are eating poorly and lack physical activity, the United States has seen a marked increase in obesity. Unfortunately, 1 in 3 adults and 1 in 6 children and adolescents are obese¹⁰. The rise in obesity presents a burden to society and is undoubtedly linked to the rise in healthcare costs. In 2008, the healthcare costs were totaled to approximately \$147 billion¹². According to the CDC, physical inactivity and poor nutrition leads to 310,000 to 585,000 deaths annually and contributes to disabilities as a result of diabetes, osteoporosis, obesity, and stroke¹². Providing services to assist individuals with healthy eating and physical activity are needed and have the potential to lessen the risk of health conditions as well as reduce healthcare costs.

Childhood obesity rates are quite alarming. The CDC reported that obesity has more than doubled in children and tripled in adolescents over the last 30 years. In 2010, greater than "one third of children and adolescents were overweight and obese"¹³. The percentage of children from ages 6 to 11 who were considered obese increased from 7% in 1980 to close to 18% in 2010. Comparably, adolescents aged 12 to 19 years who were obese increased dramatically from 5% to 18% during the same time period¹³.

The reduction in physical education classes in schools has contributed to the problem of obesity that is seen with children and adolescents. Therefore, there is a need for more services geared towards this age group to provide the education and the skills to become more physically active. Including the family in the effort to do this is a great way to promote long lasting lifestyle changes in children and adolescents. Thus, Healthy & Fit aims to create a family-friendly atmosphere and provide family-friendly services. This will aid in achieving the company's vision to build healthy families and communities¹⁴.

My experience in the health and wellness field has shown me that one of the main barriers for many people to maintaining a physical activity regimen and consistently eating a healthy diet is their inability to make the time for it. Two featured services that will be offered to help combat this issue are in-home personal training and nutritional counseling. Also, Healthy & Fit aims to overcome these barriers by engaging with the client as we create a plan together for success. As a result, clients will more likely choose a healthier lifestyle, and in the long run, improve their quality of life.

5.3.5 Business Location

Healthy and Fit will be located in Raleigh, North Carolina. Raleigh is a great place for this business as it's an ideal place for families due to the many family-focused attractions offered. There are also many parks managed by the city. This would provide flexibility and great exposure for the group fitness classes that will be offered, a key service that will help generate revenue during the startup of the business.

5.3.6 Size of the Market

Raleigh is "central to one of the fastest growing areas in the country"¹⁵. Twenty three percent of the city's population is under the age of 18 and the median age is 30.8. This median age is close to what the

median age of my target market will be (33 years old) once the business develops into a practice which includes specialty services for children and adolescents (range 6 - 60 years old). Family households make up 55.9% of total households¹⁵.

5.3.7 Market Potential

The majority of Raleigh is located in Wake County. Moreover, 44% of the population in Wake County lives in Raleigh¹⁵. No local data exists, currently, for obesity rates in adults and children. However, county level data is readily accessible. According to the 2010 Wake County Community Assessment, overweight and obesity was the number one health issue¹⁶. Thus, there is great market potential for the nutrition and fitness services I will offer, especially since Healthy & Fit aims to become a leader in providing services to this special population.

5.3.8 Competition

Below is a table of my top five competitors.

Competitor Name	Location	Strengths	Weaknesses
YMCA	Alexander, A.E. Finley and Kerr	<ul style="list-style-type: none"> well known name and brand family oriented variety of group fitness classes family and/or kid friendly group fitness classes personal training services (individual and small group) A.E. Finley offers nutritional counseling and a weight management program Alexander offers a weight management program offers child care many gym amenities (swimming pool, lockers, basketball courts, cardio and strength equipment, racquetball courts, etc) 	<ul style="list-style-type: none"> no boot camp classes relatively costly membership fee (~\$45/person; adult with dependents ~\$ 55) and joining fee (\$110 per person; adult with dependents \$140) no in-home personal training or nutritional counseling large facility (not as personable) no non member options no nutrition and fitness packages
Fitness Together	Falls of Neuse Rd.	<ul style="list-style-type: none"> personal training services track progress every 6 – 8 weeks private studio nutrition program offers small group personal training offers a cardiovascular program to complement the resistance training program offered through personal training no membership or joining fee 	<ul style="list-style-type: none"> nutrition program delivered by personal trainers/"nutrition together consultant" but program components were developed by an RD (program isn't available at all locations) more individual services; lacks services for families no in-home services no combination package for fitness and nutrition services
Body by Design	Oberlin Rd. and Falls of Neuse Rd.	<ul style="list-style-type: none"> private studio personal training services senior health and fitness programs athletic training and triathlon preparation beauty pageant preparation competitive body building and fitness competition special programs 	<ul style="list-style-type: none"> nutrition services delivered by non RD (physician directed) no in-home personal training services no group fitness classes more individual; lacks

		<ul style="list-style-type: none"> • offers teen and selected pre-teen personal training programs • "diet counseling" offered during personal training sessions (free) • physician directed diet and nutrition counseling • corporate consulting services • community speaking services (at no charge) • free personal consultation; free one hour training session; and a free body composition analysis and nutritional assessment 	<p>services for families</p>
<p>Triangle Nutrition Therapy</p>	<p>Wake Forest Rd.</p>	<ul style="list-style-type: none"> • dietitians that specialize in sports nutrition and medical nutrition therapy • offer individual counseling sessions/group sessions/presentations to companies • variety of nutrition services: weight loss, sports nutrition, meal planning (for busy families), grocery store tours, hypertension, pre diabetes, diabetes Type 1 and 2, gestational diabetes, prenatal nutrition, intestinal issues, eating disorder counseling, high cholesterol • personal training services: in person or online (cyber fitness plans) • offers metabolic testing • in home personal training or training in a nearby park 	<ul style="list-style-type: none"> • no prices listed on website for nutritional services • only offers boot camp classes in the summer • no group personal training offered on website • no combined nutrition and fitness packages • no family fitness classes
<p>Rex Wellness Center</p>	<p>Lake Boone Trail</p>	<ul style="list-style-type: none"> • exercise plans with or without online support • offer services for members and non members • nutritional services (counseling sessions, specialized bariatric surgery consults, grocery store tours • offer metabolic testing • personal training services (individual and small group and aquatic personal training) • variety of group fitness classes (only for members) • offers combination packages that include nutrition and exercise services 	<ul style="list-style-type: none"> • no in-home personal training • large facility (not as personable) • membership required for some services • relatively costly membership fee (individual \$52/month; couple/family \$89/month for the couple and \$15 for each additional dependent; midday membership \$46/month) and joining fee (\$125 for individual; \$200 for couple/family; \$100 for midday membership) • offers water boot camp but no land boot camp classes

5.3.9 Competitive Advantage

In order to remain competitive in the health and wellness field, businesses must keep up with the latest trends and meet the growing demand of the industry. Key features of my business that will help to outpace competitors are: boot camp and small group personal training, family-friendly services and services geared towards children, combination packages for nutrition and fitness services, personalized nutrition and fitness counseling sessions, and in-home personal training and nutrition counseling. As

mentioned previously, group personal training and boot camps are in demand; therefore, it is imperative to include these services to support business growth¹⁷. According to the National Sporting Goods Association, the sale of home fitness equipment in the United States more than tripled from the 1980s (\$54.17 million) to 1990 (\$1.79 billion). Furthermore, “home exercisers cited convenience and privacy as advantages, but most consumers conceded that they could not recreate the variety of activities possible in a multipurpose fitness center”⁷. If home fitness equipment sales continue to rise, it would be wise for me to offer in-home personal training and home gym set up services to assist individuals that would prefer to work out in the comfort of their own home. My business will also offer nutritional services through cost-effective combination packages. Few competitors combine these complementary services into a packaged deal. Offering these services will strengthen my competitive advantage. Lastly, the top 4 and 5 fitness trends of 2013, according to ACSM, are programs geared towards children and adult weight loss¹⁸. I will expand my business by offering specialized weight loss programs for adults and children. These services will further increase my market share due to the rising obesity rates in adults and children.

6 Services and Pricing

6.1 Description of Services, Features, and Benefits

Healthy & Fit will provide nutrition and fitness services personalized to meet the needs of individuals and/or families based on their schedule, lifestyle, and goals. Tailoring services to client’s needs is more effective than providing a standardized service to all clients with no regard to their personal goals^{19,20,21}. My practice will be built on evidence-based nutrition and fitness concepts, modalities and strategies that aid in achieving optimal wellness. This business is also unique in that there are many modes of service delivery options available to the customer. During the start-up phase, services will be offered in-home, over the phone, via online video conference (if applicable) and within an existing private studio. As the business grows, the “in-studio” option will be conducted in a private studio space that I will own or rent independently. Additional location options for personal training and group personal training will be available upon request (i.e. at work, client’s gym or nearby park). Healthy & Fit will also offer packages that combine nutrition and fitness services. This is a cost-effective option for individuals and/or families that need assistance with both of these areas of wellness.

6.2 Nutrition-Related Services

6.2.1 Individual Nutrition Counseling

Proper nutrition is an important part of a healthy lifestyle. Nutritional counseling can help individuals set realistic, achievable health goals and provides the tools needed to maintain these goals for the long term. This type of counseling is beneficial for individuals of all ages and can assist those with chronic disease or other health-related ailments. Clients can expect a truly personalized experience in which they are active participants during the sessions. They are encouraged to take ownership of their health and wellness. With guidance, they are able to set practical goals and create strategies to aid in achieving those goals. Counseling sessions will be conducted at the client’s home, by phone, or through online video conference.

6.2.1.1 Initial Nutrition Assessment

This appointment is a 60 minute comprehensive assessment of current health as well as tailored nutrition counseling and medical nutrition therapy. The session will also feature a lifestyle assessment to pinpoint barriers to and level of readiness for change as well as level of social support. Possible topics for the assessment include:

Components of the Initial Assessment

- Past medical history and current diagnoses
- Nutrition analysis
- Evaluation of recent metabolic panel results ordered by client's physician
- Body composition analysis
 - weight and height measurements
 - BMI assessment and evaluation
 - body fat analysis
 - waist to hip ratio and waist circumference analysis
- Lifestyle analysis
 - current eating habits
 - basic physical activity analysis
 - physical and psychological barriers
 - stress and stress management

6.2.1.2 *Follow-up Nutrition Counseling*

This is a 60 minute appointment that offers additional guidance, discussion of progress, and plan modification.

Possible topics for nutritional counseling include:

- Weight loss/weight management
- General healthy eating and preventative nutrition
- Diabetes (Type 1 and 2)
- Cardiovascular health and low sodium nutrition therapy
- Meal planning
- Mindful eating
- High blood pressure
- Food allergies and intolerances
- Pre and post natal nutrition
- Gastrointestinal issues
- Exercise and meal timing
- Pediatric and adolescent nutrition

6.2.2 Family Nutrition Counseling

The family counseling session and plan will consider the needs of each individual within the family. The nutrition assessment will feature a condensed version of the initial nutrition assessment, including individual goal setting and guidance through education and troubleshooting as well as family goal setting to create a supportive environment. Other topics specifically related to family counseling sessions may include: healthy meal planning and preparation, school lunches, healthy grocery list ideas, popular family meal makeovers, and kid-friendly snack and meal ideas.

6.2.3 Healthy Lifestyle Management

These are additional services that will be offered to clients to provide them with the tools needed to achieve their health and wellness goals.

- Grocery store tours: help with navigating the grocery store and eliminate confusion (practice reading labels and tips on how to save time and money)
- Healthy dining out: strategies and tips on how to eat healthfully

while away from home

- Meal planning: balanced meal ideas, healthy refrigerator and pantry staples, and skill development
- Kitchen makeovers: help with transitioning out unhealthy foods and replacing with healthier options

6.3 Fitness-Related Services

6.3.1 Fitness Consultation and Assessment

This is a 60 minute comprehensive assessment of current health as well as physical fitness testing. As described in the initial nutrition assessment, this session also includes a lifestyle assessment. This is a complimentary service offered with personal and group training sessions. A modified version is also offered complimentary with exercise program design appointments.

Components of the Consultation and Assessment

- Past medical history and current diagnoses
- Evaluation of recent metabolic panel results ordered by client's physician
- Body composition analysis
 - weight and height measurements
 - BMI assessment and evaluation
 - body fat analysis
 - waist to hip ratio and waist circumference analysis
 - body circumference measurements
- Fitness Testing
 - cardiovascular endurance
 - muscular strength and endurance
 - flexibility
 - resting heart rate
 - blood pressure
- Lifestyle analysis
 - basic nutrition assessment
 - physical and psychological barriers
 - stress and stress management

6.3.2 Personal Training and Group Training

Expert personal and group training that is both challenging and fun. Each session is 60 minutes and is ideal for individuals and small groups (2-4 people) seeking hands on exercise assistance tailored to their current fitness level.

6.3.3 Outdoor Boot Camp Classes

An 8-wk intense group exercise series limited to 10 participants. Classes are 1 hour long, offered 3 days per week, and will run year round at a park located in Raleigh. People of all shapes and sizes as well as fitness levels are welcome as the exercises will be modified accordingly. There will be one 8-wk series during the startup of the business. Another series will be introduced in the future as demand increases.

6.3.4 Family Outdoor Circuit Training

This is a family-friendly class that combines cardiovascular and strength exercises. These classes will be offered twice a week and are limited to 25 participants.

6.3.5 Home Gym Set-Up

This session is conducted in the home and consists of selection of essential equipment and design of a home-based personal gym that is consistent with the client's fitness goals and budget.

6.3.6 Exercise Program Design

This is a 60 minute session that will help clients with developing an 8-week customized exercise plan based on their fitness level, equipment availability, and goals. A modified fitness assessment will be conducted prior to the session to determine fitness level.

6.4 Future Services

To aid in the development of a niche private practice, I plan to offer additional services for families and children. Examples of these services are: "kidfit" and teen fitness classes; additional family fitness classes; family fun/walk events and healthy cook offs; and adult and youth intensive lifestyle management 8-wk programs to assist overweight/obese individuals by providing education and support in the areas of nutrition and exercise.

6.5 Packages and Pricing

6.5.1 Summary of Pricing Strategy

Pricing for the nutrition-related services is based on an hourly rate of \$26.30. This rate is an average of the hourly rates at the 50th percentile taken from three sections* (hourly rate by education and years in the field; hourly rate by work setting: private practice; hourly rate by employment location) of the Compensation and Benefits Survey of the Dietetics Profession 2011⁶. When pricing was determined for my services, I compared my fees with other private practice dietitians in the area. I found the price per visit for nutrition counseling sessions was similar to those advertised on their websites. Generally, pricing ranged from \$130 - \$200 for the initial assessment plus one follow-up session. Pricing for the fitness-related services are based on my 7 1/2 years' experience in the field. The fee structure comes from my understanding of what customers are willing to pay and the average competitive rate for personal/group training sessions and group fitness classes^{22,23}.

*Please refer to the appendix section for more details

6.5.1.1 Nutrition Counseling

Prices included my estimates of the amount of time needed for administrative tasks, such as: email, phone scheduling and follow-up, prep-work prior to sessions, note-taking after sessions and charting pertinent data collected during sessions.

Administrative costs (billable hours)²³:

Preparation

- 1.5 hours per initial individual assessment/counseling session
- 3 hours per family nutrition assessment/counseling session
- 1 hour per follow up session

Communications and Charting

- 1 hour per individual session

- 2 hours per family session

6.5.1.2 Healthy Lifestyle Management

All of these services are based on the \$26.30 per hour rate discussed above. The time estimated for administrative tasks, communications, and travel is about 1.5 hours per appointment.

6.5.1.3 Personal Training and Group Training

Pricing is based on the average rates my research shows for these services by my competition, as well as the fees I'm currently charging for my independent work as a personal trainer. In-home training prices are based on the base rate plus a 30% upcharge for travel^{24,25,26,27}.

6.5.1.4 Outdoor Boot Camp Classes

Pricing is based on the going rate for boot camp classes (range from \$10 - \$15 per class) and the following formula: \$50 (standard personal training rate) x 1.5/ Goal # of participants (8) x number of classes (3x/wk x 8 wks = 24)²².

6.5.1.5 Family Outdoor Circuit Training

Pricing is based on the going rate for group fitness classes (\$10 - \$15 per class) extrapolated out to what it would be per month. Drop in rate is \$15 per class. Due to the fact that this is a family class, a discount of 15% off per family member will be offered. The per month base rate was calculated as follows: \$10 per class x 2 nights per week x 4 weeks = \$80. Discounted rate example: 4 family members = 15% x 4 = 60% off the base rate; \$80 x .60 = \$32 x 4 = \$128 per month. Family discount for the drop in rate will be calculated the same except based off of \$15 per class.

6.5.1.6 Home Gym Set-Up

Pricing is based on personal training hourly rate of \$50/hour + 30% upcharge for travel (within 20 miles).

6.5.1.7 Exercise Program Design

Pricing is based on personal training hourly rate of \$50 per hour.

6.5.2 Service Pricing

A la Carte

Nutrition-Related Services:

Individual Nutrition Assessment and Counseling \$170
One 60 minute nutrition assessment/counseling session and one 60 minute follow-up nutrition counseling session

Family Nutrition Assessment and Counseling \$225
One 90 minute nutrition assessment/counseling session for up to 4 people and one 60 minute family follow-up nutrition counseling session

Healthy Lifestyle Management

Grocery Store Tour \$65

A 60 minute private tour that provides "hands on experience" on how to navigate the aisles healthfully (also comes with a healthy grocery shopping checklist and a "foods to limit" handout)

Healthy Dining Out \$65

A 60 minute session focused on how to eat healthfully while away from home and menu analysis for up to 3 favorite restaurants

Meal Planning \$65

A 60 minute lesson dedicated to preparing balanced meals, healthy recipe modifications, and healthy refrigerator and pantry staples. Also, includes in-depth guidance with developing a meal plan for one week

Kitchen Makeover \$95

A 2 hour session that features a refrigerator and pantry evaluation, lesson on foods to limit and foods to choose (handout will be provided as well), a plan to transition the unhealthy items out of the home, and a healthy grocery shopping checklist

Fitness-Related Services:

Personal Training \$50

A complimentary fitness assessment and a 60 minute workout session

In-home (work, gym, or park) Personal Training \$65*

*Same as personal training session (*within 20 miles)*

Group Training \$35 per person

A complimentary fitness assessment for each person and a 60 minute workout session (for up to 4 people)

Outdoor Boot Camp Classes \$225

An 8-wk series of boot camp classes three days per week

Family Outdoor Circuit Training \$80 base rate (15% off per person)

One month of fast paced classes that combine cardiovascular and strength exercises for the whole family two nights per week. All fitness levels are welcome! Drop in rate is \$15 base rate (15% off per person) per class

Home Gym Set-Up \$130

60 minutes dedicated to spacing evaluation and equipment recommendations plus a 60 minute session developing an 8-wk exercise plan

Exercise Program Design \$50

A 60 minute lesson that focuses on the basics of exercise programming and guidance on developing an 8-wk exercise plan

Packages

Healthy Beginnings Sampler \$275

One individual nutrition assessment and counseling session, one personal training session, and one lifestyle management service of your choice

*10% discount on individual services

Weight Management	Studio	In-home (work and park)
Package with personal training	\$1120	\$1245
Package with boot camp classes	\$920	

Ten, 60 minute nutrition counseling sessions over the course of 6-8 months which includes a nutrition assessment, tailored nutrition therapy sessions, and email & phone check-ins to provide encouragement and support plus ten personal training sessions or the 8-wk boot camp series

*10% discount on individual services

Nutrition Plus \$860

Ten, 60 minute nutrition counseling sessions over the course of 6 – 8 months which includes a nutrition assessment, tailored nutrition therapy sessions, email & phone check-ins to provide encouragement and support, and two lifestyle management services of your choice

*10% discount on counseling sessions and lifestyle management services

Personal Training	Studio	In-home (work and park)
Ten, 60 minute personal training sessions	\$450	\$585
Twenty, 60 minute personal training sessions	\$900	\$1170

*10% discount on personal training services

Healthy & Fit Family \$390

One family nutrition assessment and counseling, one month of private family outdoor circuit training 2x/wk for up to 4 people, and one lifestyle management service of your choice

*10% discount on family and lifestyle management services

7 Marketing and Sales Strategy

Indirect and direct marketing strategies will be utilized to promote the services that will be offered and attract new clients.

7.1 Indirect Marketing Strategies

7.1.1 Social Media

Social media has grown significantly over the years and many businesses are effectively able to reach out to potential clients through these avenues. I will create business Facebook, Twitter, and Instagram pages to increase exposure of Healthy & Fit. Content on these pages will be updated weekly and provide followers with free nutrition and fitness tips. Eventually, a YouTube channel will be created to house quick tip videos. A link to these videos will be featured on my Facebook page. The utilization of these social media networks will provide an opportunity for viral marketing, generating word of mouth through the web, and networking with other businesses. Lastly, social media allows me to develop rapport with followers; thereby, making them more likely to remember the company when services are needed.

7.1.2 Online Marketing Through Referral Services

The Academy of Nutrition and Dietetics (AND) offers a national referral service that connects individuals (e.g. consumers, physicians, distributors, etc) seeking nutritional services to dietitians in the field. This

service is free to members of AND. Through this site, I am able to provide my company's email address, physical address, and phone number as well as the services I provide. The American College of Sports Medicine has an equivalent database called "ACSM ProFinder". These databases will help link me to healthcare providers seeking nutrition and fitness professionals; and consumers that use these databases to find an expert in the field.

7.1.3 Fliers, Informational Mailers, and T-shirts

Health food stores, smoothie retailers, and other businesses that cater to the health conscious will be approached to expand marketing with the use of fliers. In return, their fliers will be displayed in my private practice studio. Informational mailers will be disseminated to family practitioners and pediatricians to provide information of the niche private practice. These mailers will explain the services that are offered and the benefits their patients would reap from these services. Business cards will also be included with the mailer to be distributed to patients when appropriate. Once the business grows, referrals will be incentivized by providing boot camp participants with a free t-shirt upon completion of the series. This could potentially generate approximately 4 to 5 new leads per participant as well as free advertising every time the participant wears the shirt.

7.2 Direct Marketing Strategies

7.2.1 Website

I will develop a website for Healthy & Fit prior to its launch. It will be a mobile friendly website (i.e. simple webpage design; large, touchable buttons, and large font sizes) providing potential clients with an overview of the business (including company principles and vision) as well as services offered and pricing. In order to attract new business and keep the content on the website relevant and fresh, there will be a tab for a health and wellness blog. Readers can expect up to date, evidence-based nutrition and fitness related information. I will have an area where readers can submit their email address to stay abreast on the latest information in this field. Having a blog will increase traffic to the website which increases exposure of the business. The website will also serve as a home base for the social media sites mentioned above and will contain a RSS feed button to allow readers to subscribe. This will encourage my potential and current clients to follow me on the various media sites and increase the likelihood of repeat traffic on my website; therefore, leading to greater visibility.

7.2.2 Advertising

To gain more clients and business, I plan to advertise the services I will offer by word of mouth at community events, in parks where I will conduct the outdoor fitness classes, and through cross selling services to existing clients. I will also provide brochures and/or flyers to individuals seeking more information. Cross selling is highly cost effective and will likely be the most efficient approach for the growth of my business especially since I will be offering complementary services. Additionally, the outdoor fitness classes will provide free advertisement since the classes will be conducted in public parks.

8 Financial Management

In the beginning, Healthy & Fit will be a part-time business to minimize financial risk and gradually build my clientele. As my business grows, I will shift to full-time. Therefore, I'll seek part-time employment until my business gets off the ground. Prior to the launch of the business, I will pursue a partnership with Independent Personal Training Studio, an existing private personal training studio conveniently located

in Raleigh. I will be able to make use of their studio as I am developing my own clientele. Thus, my start-up costs will be minimized. Also, I plan to use my home office until my business develops.

8.1 Start-up Costs

I currently have an iPad and a personal laptop which will be used for the administrative duties, scheduling, credit card payments, and communications. My predicted start-up costs include: registered dietitian exam (\$200), basic fitness equipment (~\$250), business cards (\$60), food models (\$380) and office supplies (\$180). Most other costs associated with this service-based business are fixed; however, there are variable costs related to training out of the private personal training studio mentioned above (20% per session fee with no minimums), accepting credit card purchases through the company, Square (2.75% per swipe or online sale) and offering fitness classes at a park in Raleigh (\$25 for space).

8.2 Sources of Revenue and Expenses

8.2.1 Revenue

The sources of revenue during the first year of Healthy & Fit include: fee-for-service nutrition counseling, personal training, and boot camp classes. Total monthly revenue was estimated by projecting the amount of sales coming from each of these services. Please refer to the projected cash flow table located in Appendix II for more details.

8.2.2 Expenses

Estimated expenses for the first year are as follows:

- Continuing education and training including literature subscriptions and books is estimated to be \$960 for the year
- Business phone is estimated to be \$40 based on what I currently pay for Verizon Wireless' portable home phone connect device. I will use the home phone number for the business as I use a mobile phone for all personal communications
- Travel is estimated to be \$240 per month based on current gas prices and miles per gallon for my vehicle
- Postage is estimated at \$30 per month to send out informational mailers to local physicians (~10 mailers per month at \$2 – \$3 each)
- Office supplies is estimated to be \$50 per month based on common supplies needed
- Advertising costs will be minimized for the first year by using the methods discussed in the marketing section. Costs associated with developing brochures and flyers are estimated as follows:
 - brochures: \$0.794/100 brochures (\$80)
 - flyers: \$0.038/2,500 flyers (\$95)
- Insurance is estimated to be \$401 for the year based on what I currently pay as an independent personal trainer (\$189) and a professional liability policy quote for a registered dietitian at \$2 million (\$212)
- Professional fees include both a professional yearly membership to the Academy of Nutrition and Dietetics (\$226) and to the American College of Sports Medicine (\$230)
- Web hosting fee is a monthly charge of \$5 from GoDaddy.com
- Variable costs were listed above and are detailed in Appendix II

8.3 Projected Income Statement

See Appendix II.

8.3.1 Breakeven Point Analysis

Using the breakeven point analysis equation below, I predict that my expenses will equal my gains at \$1112.56 per month.

Breakeven point = total overhead/average profit margin

*\$1112.56 = \$478/43.00%

*Please refer to Appendix II for more details

8.4 Financial Plan/Need Summary

Based on the low fixed, variable and startup costs associated with this private practice, I anticipate that I will be able to make a profit with only \$1112.56 as the monthly breakeven. Therefore, no additional funding is needed at this time.

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Appendix I: Registered Dietitian compensation by education in years, work setting, and location

Exhibit 3.6
RD Compensation by Education and Years in Field

	# answering	HOURLY WAGE				
		10th	25th	50th	75th	90th
All RDs	6291	\$19.71	\$23.08	\$27.88	\$33.65	\$42.00
doctoral degree	233	\$24.04	\$28.59	\$36.06	\$47.09	\$60.10
20+ years	135	\$26.44	\$31.73	\$40.87	\$50.26	\$62.50
10 - 19 years	68	\$24.52	\$28.20	\$33.65	\$43.03	\$53.60
5 - 9 years	17		\$20.67	\$26.13	\$34.86	
1 - 4 years	9					
< 1 year	1					
NET: < 5 years	10					
master's degree	2831	\$20.19	\$24.04	\$28.85	\$35.71	\$43.27
20+ years	1337	\$23.56	\$27.40	\$32.00	\$38.94	\$48.08
10 - 19 years	662	\$21.49	\$24.86	\$28.85	\$34.62	\$42.98
5 - 9 years	407	\$19.71	\$22.85	\$25.96	\$30.29	\$36.06
1 - 4 years	372	\$18.58	\$20.00	\$22.60	\$25.96	\$30.73
< 1 year	40		\$19.23	\$22.12	\$25.50	
NET: < 5 years	391	\$18.47	\$20.00	\$22.60	\$25.96	\$30.75

Exhibit 3.13
RD Compensation by Work Setting

	# answering	HOURLY WAGE				
		10th	25th	50th	75th	90th
All RDs	6291	\$19.71	\$23.08	\$27.88	\$33.65	\$42.00
Work Setting						
acute-care - inpatient	1609	\$19.71	\$22.60	\$26.80	\$32.45	\$39.42
acute-care - outpatient	394	\$20.47	\$23.70	\$27.84	\$32.26	\$37.72
ambulatory/outpatient	781	\$21.27	\$24.04	\$27.88	\$31.91	\$38.24
long-term/extended care	720	\$20.19	\$23.50	\$27.88	\$34.07	\$41.81
rehabilitation facility	92	\$19.90	\$23.34	\$28.28	\$32.52	\$38.46
wellness center or health club	60	\$16.04	\$20.05	\$25.00	\$33.05	\$40.63
private practice	147	\$12.02	\$19.23	\$28.85	\$43.27	\$51.54
govt agency/dept	363	\$20.04	\$24.89	\$30.29	\$38.46	\$45.67
community/public health program	510	\$17.44	\$20.67	\$24.41	\$29.96	\$35.49
non-profit agency/organization	205	\$19.23	\$22.44	\$26.92	\$33.33	\$42.98
faculty	437	\$19.23	\$23.50	\$29.09	\$36.28	\$48.06
food mfr/dist/retailer	79	\$20.19	\$25.48	\$34.38	\$45.67	\$59.62
pharmaceutical mfr/dist/retailer	68	\$28.71	\$33.17	\$37.98	\$43.27	\$51.49
K-12 food service	143	\$20.29	\$24.58	\$29.81	\$36.06	\$44.13
contract food management company	133	\$22.09	\$26.33	\$32.21	\$39.42	\$49.26
home health care provider	61	\$21.70	\$24.28	\$28.00	\$33.65	\$39.44

	# answering	10th	25th	50th	75th	90th
All RDs	6291	\$19.71	\$23.08	\$27.88	\$33.65	\$42.00
Little Rock-North Little Rock AR	28		\$21.27	\$24.28	\$30.41	
Los Angeles-Long Beach-Santa Ana CA	208	\$24.04	\$28.85	\$33.02	\$40.01	\$49.14
Louisville/Jefferson County KY-IN	27		\$21.20	\$24.04	\$27.88	
Madison WI	37	\$19.23	\$26.03	\$29.81	\$36.06	\$39.81
Memphis TN-MB-AR	27		\$21.54	\$26.50	\$32.05	
Miami-Fort Lauderdale-Pompano Beach FL	60	\$21.57	\$24.17	\$29.81	\$37.67	\$43.27
Milwaukee-Waukesha-West Allis WI	54	\$18.37	\$21.14	\$25.80	\$33.83	\$41.59
Minneapolis-St. Paul-Bloomington MN-WI	104	\$21.02	\$24.04	\$28.13	\$33.41	\$39.97
Nashville-Davidson--Murfreesboro TN	31	\$17.45	\$21.63	\$26.32	\$32.69	\$39.42
New Haven-Milford CT	26		\$26.32	\$31.70	\$39.66	
New Orleans-Metairie-Kenner LA	27		\$24.10	\$28.44	\$32.97	
New York-Northern New Jersey-Long Island NY-NJ-PA	339	\$23.33	\$26.92	\$31.25	\$38.46	\$47.26
Omaha-Council Bluffs NE-IA	37	\$21.31	\$24.04	\$28.71	\$33.31	\$38.84
Orlando-Kissimmee FL	25		\$21.57	\$25.00	\$29.43	
Philadelphia-Camden-Wilmington PA-NJ-DE-MD	128	\$21.10	\$25.51	\$30.21	\$34.39	\$43.51
Phoenix-Mesa-Scottsdale AZ	81	\$22.01	\$24.76	\$28.37	\$36.30	\$43.85
Pittsburgh PA	65	\$17.38	\$19.37	\$23.67	\$28.85	\$36.54
Portland-Vancouver-Beaverton OR-WA	57	\$23.84	\$26.32	\$31.25	\$40.38	\$51.54
Providence-New Bedford-Fall River RI-MA	34	\$21.71	\$24.62	\$28.68	\$36.46	\$45.33
Raleigh-Cary NC	26		\$25.6	\$27.97	\$35.70	

Appendix II: Projected Income Statement and Breakeven Analysis

Healthy & Fit Projected Cash Flow

	Start-Up Projected	January Projected	February Projected	March Projected	April Projected	May Projected	June Projected	July Projected	August Projected	September Projected	October Projected	November Projected	December Projected	Annual Total Projected
Beginning Cash	\$2,863.00	\$2,384.60	\$1,260.20	\$2,597.99	\$3,007.04	\$4,510.15	\$5,397.65	\$7,598.05	\$8,485.53	\$10,851.25	\$11,904.05	\$14,050.94	\$14,050.94	
Cash In														
Cash sales (PT, personal training (PT) sales)				\$650.00	\$650.00	\$650.00	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00	\$8,250.00
Cash sales (PT, boot camp & nutrition)														
Boot camp				\$1,775.00	\$800.00	\$1,945.00	\$1,240.00	\$2,290.00	\$1,240.00	\$1,990.00	\$1,400.00	\$2,330.00	\$1,410.00	\$17,730.00
In-studio personal training (PT) sales				\$1,300.00	\$1,300.00	\$1,300.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$16,500.00
Boot camp sales				\$1,125.00		\$1,125.00	\$1,350.00		\$1,350.00		\$1,125.00			\$6,075.00
Nutrition counseling sales					\$170.00	\$170.00	\$340.00	\$340.00	\$340.00	\$340.00	\$510.00	\$510.00	\$510.00	\$3,400.00
Loan														
Equity														
Other														
Savings	\$4,000.00													\$4,000.00
Total Cash In	\$4,000.00			\$2,425.00	\$1,470.00	\$2,595.00	\$2,140.00	\$3,490.00	\$2,140.00	\$3,660.00	\$2,310.00	\$3,435.00	\$2,310.00	\$29,975.00
Startup Costs														
Cash Out														
Fitness equipment	\$250.00													\$250.00
Registered dietitian exam	\$200.00													\$200.00
Business cards	\$60.00													\$60.00
Food models	\$380.00													\$380.00
Operating Expenses														
Payments to creditors														
Salaries														
Employee benefits														
Payroll taxes														
Office supplies	\$180.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$780.00
Rent														
Advertising			\$175.00											\$175.00
Professional fees			\$436.00											\$436.00
Continuing education and training	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$800.00
Insurance	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$33.40	\$400.80
Telephone	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$480.00
Travel	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	\$3,440.00
Postage	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$360.00
Domain name fee/yr	\$67.00													\$67.00
Website hosting fee		\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$60.00
Bank charges														
Misc														
Owner's draw														
Loan repayment														
Tax repayment														
Capital purchases														
Park registration fee for boot camp classes			\$15.00											\$15.00
Variable cost personal training in-studio (20% fee per session) 20 x Line 31 x Line 33				\$260.00	\$260.00	\$260.00	\$360.00	\$360.00	\$360.00	\$360.00	\$360.00	\$360.00	\$360.00	\$3,800.00
Variable cost boot camp (park charges \$23 for space/class) 523 x Line 34				\$350.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$3,000.00
Variable cost credit card sales (2.75% per swipe) PT and nutrition sales months: .0275 x Line 33 x Line 33 + .0275 x Line 36 x Line 35; PT, boot camp and nutrition sales months: .0275 x Line 33 x Line 33 + .0275 x Line 36 x Line 37 + .0275 x Line 38 x Line 38				\$48.81	\$22.55	\$53.49	\$34.10	\$71.23	\$34.10	\$75.90	\$38.78	\$69.71	\$58.78	\$487.44
Total Cash Out	\$1,137.00	\$478.40	\$1,124.40	\$1,067.21	\$1,060.95	\$1,091.89	\$1,252.50	\$1,289.68	\$1,232.30	\$1,294.30	\$1,257.18	\$1,288.11	\$1,257.18	\$14,871.24
Cash Flow	\$2,863.00	-\$478.40	-\$1,124.40	\$1,397.79	\$409.05	\$1,508.11	\$887.50	\$2,200.38	\$887.50	\$2,365.70	\$1,052.83	\$2,145.89	\$1,052.83	\$15,108.76
Ending Cash	\$2,863.00	\$2,384.60	\$1,260.20	\$2,597.99	\$3,007.04	\$4,510.15	\$5,397.65	\$7,598.05	\$8,485.53	\$10,851.25	\$11,904.05	\$14,050.94	\$15,108.76	
Other														
Total personal training sessions				25	25	25	35	35	35	35	35	35	35	36
Number personal training sessions				500.00	500.00	500.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00
Number boot camp classes (1 hour per week)				17	12	12	12	12	12	12	12	12	12	17
Number boot camp classes (1 hour per week)				17	12	12	12	12	12	12	12	12	12	17
Number personal training sessions				15	15	15	18	18	18	18	18	18	18	18
Number personal training sessions				27.500	27.500	27.500	34.000	34.000	34.000	34.000	34.000	34.000	34.000	34.000
Number boot camp classes (1 hour per week)				5	5	5	6	6	6	6	6	6	6	5
Number boot camp classes (1 hour per week)				5	5	5	6	6	6	6	6	6	6	5
Number boot camp classes (1 hour per week)				1	1	1	1	1	1	1	1	1	1	1
Number boot camp classes (1 hour per week)				170.00	170.00	170.00	170.00	170.00	170.00	170.00	170.00	170.00	170.00	170.00

BreakEven Point Analysis

TOTAL OVERHEAD COSTS

Office supplies	\$50.00
Continuing education and training	\$80.00
Insurance	\$33.40
Telephone	\$40.00
Travel	\$240.00
Postage	\$30.00
Web hosting fee	\$5.00
	\$478.40

AVERAGE PROFIT MARGIN FOR SERVICES

Services	% of Sales	Sales Price	Cost of Services Sold	Contribution to Profit		
				Profit	Margin	Weighted
Personal Training	63.50%	\$50.00	\$10 (20% fee) + \$0.6875* (credit card fee** for 1/2 of personal training sessions)	\$304.80	27.30%	27.30%
Bootcamp	23.40%	\$900 (for 4 people***)	\$600 (\$25 per class; total classes = 24) + \$24.75 (credit card fee** for 4 people) \$4.68 (credit card fee**)	\$112.32	10.10%	10.10%
Nutrition counseling	13.10%	\$170.00		\$62.88	5.60%	5.60%
	100%	\$1,120.00	\$640.00	\$480.00	43.00%	43.00%

*\$25 x 2.75% = \$0.6875

**Credit card fee =
2.75% per swipe

Average Profit Margin: 43.00%

***Have to have at
least 4 people in class
to make a reasonable
profit (\$225 per person,
but \$25 per class no
matter how many
people)

MONTHLY BREAK-EVEN POINT IN DOLLARS

Total Overhead	\$478
Avg Profit Margin	43.00%
BREAK-EVEN	\$1,112.56

Appendix III: Business Plan Research

Interviews

A phone interview was conducted with a private practice dietitian/personal trainer to gather information regarding the start of a private practice in the health and wellness field.

Rachel Webb, RD, CPT, GEI owns Step Up Fitness and Nutrition Services, a small business based out of Chicago. She is a young, gregarious entrepreneur that offers in-home personal training, group training, group fitness classes and nutritional counseling. She strives to create a non judgmental and fun environment, while challenging her clients to push themselves to the “next level”. She also provides nutrition consulting services to gyms in the area and is employed as an independent contractor at two personal training studios. Although, she didn’t write a business plan and no longer has an operating website, she has managed to build a lucrative business.

I gained tremendous insight during my interview with Rachel Webb. She is very resourceful and provided me with ideas of how to conduct boot camp classes with little to no equipment. I also received valuable information of how I could gain money during the start up of my business working as an independent contractor and possibly offering nutrition consulting services to local gyms.

Academic Institutions and Groups

Wake Technical Community College

Wake Technical Community College, through the Small Business Center, offers a series of free business seminars open to the public each year. A full list of the seminars offered can be found on their website. The classes cover various aspects of entrepreneurship and were a useful resource. I utilized the classes to prepare for the overall development of this business plan.

NCIMED’s Women’s Business Center of North Carolina

The North Carolina Institute of Minority Economic Development’s (NCIMED) Women’s Business Center of North Carolina provides one-on-one business counseling, seminars and classes to help “women-owned businesses start and grow”. The services provided by the Women’s Business Center are free of charge.

Melissa Rivera Terrell, one of the business counselors, provided me with valuable worksheets and handouts to help me get started. During a separate meeting, she reviewed and offered feedback once my business plan was about 70% complete.

Books

Making Nutrition Your Business: Private Practice and Beyond

Authors: Faye Berger Mitchell, RD, and Ann M. Silver, MS, RD, CDE, CDN

This book is an essential resource for dietitians interested in venturing into the world of private practice, consulting, speaking, or writing. It discusses topics such as personality traits needed to be an entrepreneur, money management essentials, tips regarding office space, marketing ideas, reimbursement issues, legal business structures, and more.

The Complete Book of Personal Training

Author: Douglas Brooks

This book is a comprehensive resource for personal trainers, whether they are new to the field or a seasoned professional. It's filled with information regarding exercise program design, working with the general population as well as special populations. It's also a practical guide covering various aspects of the personal training business.

Appendix Works Cited

Mitchell, Faye Berger and Silver, Ann M. Making Nutrition Your Business: Private Practice and Beyond. American Dietetic Association. Printed in the United States of America. Copyright 2011.

Brooks, Douglas S. The Complete Book of Personal Training. Human Kinetics. Champaign, IL, 61825-5076.