Fit With Jenny

SDSU Small Business Consulting

Final Report

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EXECUTIVE SUMMARY

As consultants of the San Diego State University Small Business Consulting program, we offer solutions on how you could get break even and then make profit with your business. We address key business issues that your company faces and also give you advice on how to overcome them. One issue that must be focused on is financial accounting. We recommend that personal expenses are kept separate from business expenses, and that all business transactions are recorded on a regular basis.

Also, in order to build a solid base of loyal clients, prices must be at a competitive rate. By changing the pricing more people might be willing to forgo the cost and possibly turn into a loyal returning customer. High prices in a competitive industry, such as personal training can be harmful to the growth of a new business, especially in hard economic times.

To promote a new business, a marketing plan must be set. Although you presently employ some marketing methods to promote your business, we recommend that you consider using other low cost marketing techniques.

As the sole owner of the business, it is difficult to pay attention to every aspect of the operations of the business. We suggest that you hire an intern from San Diego State University, which has different internship programs that you can take advantage of for little to no cost. The Career Services department at SDSU is another potential resource; they allow you to post open job positions at no cost.
After the team was informed of your desire to bind Fit With Jenny nutritional books, we researched the most affordable and efficient services. After much research, we found a service that will work best with your budget.

To maximize the amount of exposure to your business we have recommended that you utilize online social media tools. With these tools you can post special offers and stay in touch with your clients. This will be especially useful when targeting moms for your “Mommy & Me” classes since the number joining the class is still low. We have provided the necessary resources for you to choose from.

Since you opened Fit With Jenny, the work you have done for your business is commendable, but the team believes there are changes that should be made in order to turn your business around. The implementation of these changes could bring prompt success, but they will also establish a path of long-term benefits. This consulting team is presenting you with solid methods to make your business profitable.
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INTRODUCTION

This report was created as a guideline for the owner of Fit With Jenny to implement business practices with the purpose of increasing customers and total revenues. After several meetings with the owner, Jenny Shelby, a business analysis was devised and key issues were identified. These key findings will be discussed in further detail throughout the report. The consulting team developed project objectives to address the key issues and made recommendations to resolve them in the most efficient and resourceful manner. The team compiled a strategic business plan into a report for Fit With Jenny with the hopes that the recommendations will be carefully reviewed and followed. Jenny Shelby has great potential to grow into a successful fitness center focused exclusively on women.
ANALYSIS OF FIT WITH JENNY

Company Description and History

In February 2010, Jenny Shelby opened the doors to Fit With Jenny; an exclusive female fitness center focused on nutrition, fitness, and support. Mrs. Shelby focuses solely on women because she wants to help them to live a healthier life. Mrs. Shelby has gained her experience in the fitness and nutrition field through years of academia at San Diego State University, where she graduated with a degree in Business Management. She also completed an internship at the Hotel Del Coronado fitness center and San Diego State University’s Aztec Recreation Center (ARC), and gained additional experience through conducting personal training. Fit With Jenny is her first and only business and she is the sole proprietor.

The Fit With Jenny gym is located in the heart of San Diego’s College Area, but Mrs. Shelby also instructs classes outdoors in Mission Bay and Coronado. The newly renovated facility offers a big room for classes and a small reception area at the entrance. The facility also includes two small massage rooms and a children’s daycare area. Additionally, there are showers and restrooms available. Mrs. Shelby teaches most of the group workouts herself, but does have trainers who bring in their own business through classes like Zumba and Jazzercise. Fit With Jenny encompasses an array of services such as Fit-Booty Camp, one-on-one sessions, “Mommy and Me” classes, group workouts, and even massages. Clients can pay for individual classes, or sign up for given periods of time like six- or twelve-week sessions.
Mrs. Shelby offers her classes at times that she considers best for her clients. She provides access to a daily blog for anyone to read that explains healthy recipes, drinks, and exercise ideas for those who are curious about changing their exercise or meal routine. The Fit-Booty Camp is an all-inclusive wellness program created by Mrs. Shelby that can be done in groups or individually. The one-on-one sessions allow women to the opportunity for a more individualized, private and custom routine that fits their specific needs. The “Mommy and Me” class gives mothers a chance to work out while a certified pre-school teacher watches over their children in the playroom. The Fit With Jenny facility also includes a massage room that is utilized and shared by three contracted massage therapists. Fit With Jenny’s variety of class times, locations, programs, and workouts give women a chance to continue their busy lives, and make them happier and healthier.
Administration

Management

Mrs. Shelby is the sole proprietor of Fit With Jenny, but her father is her financial partner. Like most small business owners, she performs most, if not all, tasks associated with the business. These include instructing classes, providing personal training, arranging appointments and managing schedules for her two contractors, and performing all the administrative and managerial tasks that come with running a business. She spends most of her time at her own gym, but she also works for the Hotel Del Coronado and Scripps Health.

In addition to her two contracted fitness instructors, Mrs. Shelby has three massage therapists for whom she has to schedule appointments. Two of the massage therapists are students in the process of obtaining their massage therapy certification and the third is already a licensed massage therapist. All three massage therapist are able to work at the studio when Mrs. Shelby is not present.

On the administrative side of the business, Mrs. Shelby has had an intern in the past. The intern worked at the receptionist area and helped with scheduling appointments, assisting in class instruction, and the majority of the administrative work so that Mrs. Shelby could focus on actually instructing classes.
Hours

Mrs. Shelby works Monday through Sunday with hours varying from day to day. She also works for Hotel Del Coronado and Scripps Health, where she was an intern in the past. While she’s instructing classes there, the Fit With Jenny facility is closed; unless one of her two contractors is instructing a class. One of the owner’s goals is to hire more contractors to work during the times when the facility is vacant since this could generate additional revenue. In order to teach a class at Fit With Jenny, the contractor has to be qualified to do so, must pay a $15 fee every time a class is scheduled, and has to equally divide the earnings made from each class session with the owner. The schedule can be found in appendix B.

Services

After Mrs. Shelby began renting the property in February 2010, Fit with Jenny was completely renovated. With this new space, Fit With Jenny is able to offer a wide range of services including: personal training, nutrition counseling, massages, fitness boot camp, and a variety of classes. The classes include:

- Zumba
- Core conditioning
- Circuit
- Marathon preparation
- Total body
- Piyo
- Mommy and me
- Yoga
- Turbo fire
- Belly dancing
- Jazzercise
- Beach body

The class schedule slightly changes from month to month depending on the demand for certain classes and times. Prices for each class were based according to the session length, the option of nutritional guidance, and if the client has chosen individual training.
For more information on pricing and each individual class, please refer to appendix B-1 and B-2.

Product
Fit With Jenny is a service-based business, but it also has merchandise and beverages on sale. Mrs. Shelby sells workout clothing and drinks that are a healthy alternative to sugary energy drinks. Mrs. Shelby’s customers can buy water for $1.00 and an energy drink called Verve for $3.00.
Financial Analysis of Business

Since Fit With Jenny has been in business for less than a year, the only financial comparisons the consulting group is able to make are month to month. Through this kind of comparison, the consultants are able to get a feel for her current financial situation, but since she has only been in business since February 2010 it is difficult to see if the business is making progress financially.

Fit With Jenny’s financials show that the income and expenses fluctuate from month to month, and that her personal and business expenses have decreased since she opened for business, but so has her income. Mrs. Shelby is trying to make changes to further decrease her expenses, such as not ordering Vemma, the energy drink that she sells on a monthly basis. This has reduced her monthly expenses by $157.68. She is also trying to find cheaper alternatives for different expenses, such as switching the company she orders water from. Mrs. Shelby also continues to work on a variety of ideas that will hopefully generate revenue such as her “Drop4Cash” program, which was an effort to obtain more clients by offering a cash incentive to teams who lost the most weight.

Currently, Fit With Jenny’s financials are not being recorded accurately, or at all for that matter. For instance, any money the business receives from selling water or energy drinks are not recorded anywhere. Although Mrs. Shelby has QuickBooks, she does not use it to keep track of her finances. The statements that she has are in Excel worksheets that she puts together at the end of certain time periods and she stopped
putting them together at the end of April 2010. The worksheets do not start on the first of the month nor do they end on the last day of the month, their ranges vary.

Additionally, Mrs. Shelby has both of her personal and business expenses on these worksheets, but personal expenses should not be included on a business's finance sheet. With the financial information provided, Fit With Jenny Mrs. Shelby has had an income of $16,860.82 from January 2010 through April 2010. The businesses' expenses total $39,039.91 for that same time period, which puts her in a deficit of $22,179.09. As mentioned earlier, Mrs. Shelby's father is her financial partner and she currently has an interest free loan from him in the amount of $66,000. Mrs. Shelby is currently not making any payments to him, but plans to start doing so once her business breaks even. Mrs. Shelby is still able to operate because of the loan from her father, however her business is not yet making a profit and she’s not able to pay the loan back. Additionally, Mrs. Shelby’s landlord gave her a $15,000 credit for any improvements she makes to the building; she has already received $10,000 of the $15,000.
Customer Analysis

Market Analysis

According to the World Health Organization, adults aged 18-64 should complete at least 150 minutes of moderate-intensity aerobic physical activity throughout the week\(^1\). Fit With Jenny is a business that can help with everyday health and also provide feedback on fitness goals, dieting, and overall health assessments. The Center for Disease Control and Prevention (CDC) states that in the past 20 years there has been a dramatic increase in obesity in the United States. Statistics show that 24.8% of women in the United States are obese. In 2009, only Colorado and the District of Columbia had a prevalence of obesity less than 20%, while California stood at 57.7% (CDC). Fit With Jenny is a business that was designed to promote a healthy lifestyle through fitness and nutrition.

In the College Area of San Diego, where Fit With Jenny is located, there is a racially diverse, young, and mostly single household community. Within this community there are approximately 28,460 women who reside within the city limits, with which the median age is 27.2 years old\(^2\). The area of 92115 has an average family income of $43,787, which is primarily lower than the surrounding communities that range from $59,775 to $76,893\(^3\).

\(^1\) World Health Organization, [www.who.int](http://www.who.int). Viewed on October 24, 2010
\(^2\) Neighborhood Link - Your Community Connection, [www.neighborhoodlink.com](http://www.neighborhoodlink.com). Viewed on October 23, 2010
\(^3\) CNN Money, [www.money.cnn.com](http://www.money.cnn.com). Viewed on October 23, 2010
Primary Consumers

A survey conducted by the consulting team showed that the majority of Fit With Jenny’s customers are Caucasian women, ages 18 to 65. The most popular class has about 25 enrolled members and most clients schedule three or more classes per week. Mrs. Shelby informed the consulting team that her clients are students, mothers, workers, and wives. The survey also showed that most of the participants did not have contracts with any other fitness center or gym. Mrs. Shelby has about 49 clients from which thirteen filled out the survey sheet. The survey itself can be found in appendix C, for the evaluation please refer to appendix C-1.

Fit With Jenny has an outstanding relationship with its clients. According to the same survey, most of Mrs. Shelby’s clients are more than satisfied with the services she provides. Of the 12 clients who answered the survey, all 12 stated that they would recommend Fit With Jenny to others.

Market Segmentation

Fit With Jenny is unique to the fitness industry because it is exclusively for women, though most of the gyms focus on both women and men. Through extensive research, it was determined that very few fitness clubs have an all women facility. This unique characteristic allows Fit With Jenny to cater to different demographics. For instance, the Muslim community in the College Area constitutes around 7,000 people, of which the women in this community are prohibited from exercising in the presence of men. The Hispanic population also makes up a greater part of the community, consisting of
13,897 out of the 54,770 residents. The distinctive majority in the College Area is the Caucasian population that constitutes 32,755 people\textsuperscript{4}. Please refer to appendix F for detailed information.

\textsuperscript{4} ZIP Code List & Demographics Database, \url{www.zip-codes.com}, Viewed on October 23, 2010.
Marketing

Fit With Jenny has a few marketing campaigns in place. Right now, Mrs. Shelby organized a weight loss contest called “Drop4Cash” to attract more customers. Mrs. Shelby currently has a deal on dailygroupsavings.com for two-for-one massages at the fitness center. The dailygroupsavings.com website is an organization that negotiates discounts with other businesses on popular local goods, services and cultural events and in turn offers the deals to thousands of subscribers in a free daily e-mail.

Mrs. Shelby also distributes flyers in the neighborhood and has set up a website – www.fitwithjenny.com – on which people can find useful information such as the schedule of classes, pricing, contact information, nutritional advice, and Mrs. Shelby’s credentials. Fit With Jenny can also be found on search engines and review sites like Yelp and Google.

In the past, Mrs. Shelby has placed an advertisement in the Student Dollar Stretcher, a coupon booklet distributed on college campuses. Fit With Jenny just recently stopped advertising in San Diego State University’s newspaper, The Daily Aztec, but is still found in assignment notebooks sold on campus. Fit With Jenny has partnerships with businesses located in the same shopping center. Mrs. Shelby is working with Fatte’s Pizza, which now offers a healthy Fit With Jenny pizza. Fit With Jenny is also partnered up with San Diego Blenders, a healthy and organic smoothie and juice shop, with which she has produced a special Fit With Jenny smoothie blend.

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Competitor Analysis

Types of Competitors

The business’s direct competition consists of health clubs and fitness gyms that offer similar classes, personal health and nutritional assessments, and services like massage therapy. Of all the fitness gyms in the area, there is only one direct competitor that offers similar services and caters to the same target market. The nationally known, Curves, which is also a women-only gym, offers complete fitness and nutritional solutions. Some services Curves offers are even covered by health insurance e.g. United Healthcare has a programs and health tools that allow for a member to receive discounts of up to 50% off membership to Curves health club.6

Indirect competitors include health clubs and gyms, like the Aztec Recreation Center (ARC) and 24 Hour Fitness, which not only offer similar services as Fit With Jenny but also usually offer more. As the name implies, 24 Hour Fitness is open all day every day, which makes it convenient for its clients. The fitness center also has numerous machines for clients to use even while group workouts are taking place. While Mrs. Shelby leads workouts at her outdoor locations in Mission Bay and Coronado, the fitness center is closed to the public, which leaves the machines and the entire facility vacant.

The ARC is open seven days a week with accommodating hours for students and the local community including 24 hour services Monday through Thursday. The ARC also

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has an indoor rock-climbing wall, basketball and volleyball courts, and multiple pools located in the Aquaplex. In this way they appeal to a larger population.

In Tables 1 and 2 below, you will find pricing comparisons between Fit With Jenny and her direct and indirect competitors. From this information you can see that Fit With Jenny charges more for similar, if not the same, services.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Price For Unlimited Membership</th>
<th>Initiation Fee</th>
<th>Target Market Age Range</th>
<th>Personal Training</th>
<th>Training and Nutritional Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FWJ</td>
<td>$65/month</td>
<td>$30</td>
<td>18-65 years old</td>
<td>Available</td>
<td>$167 per month ($499/12 weeks)</td>
</tr>
<tr>
<td>Curves</td>
<td>$50/month $30 (promotion)</td>
<td>35-60 years old</td>
<td>Not Available</td>
<td></td>
<td>$44 per month</td>
</tr>
</tbody>
</table>

Table 1 - Direct Competitors
<table>
<thead>
<tr>
<th>Facility</th>
<th>Price for Unlimited Membership</th>
<th>Initiation Fee</th>
<th>Group Workouts</th>
<th>Personal Training</th>
<th>Outdoor training</th>
</tr>
</thead>
<tbody>
<tr>
<td>FWJ</td>
<td>$65/month</td>
<td>$30</td>
<td>Available</td>
<td>Available</td>
<td>Available</td>
</tr>
<tr>
<td></td>
<td>$18/month (student)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$27/month (affiliate)</td>
<td>$0</td>
<td>Available</td>
<td>Available</td>
<td>Available (Aquaplex-fitness classes)</td>
</tr>
<tr>
<td></td>
<td>$39/month (community)</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ARC (SDSU)</td>
<td>$29.99/month</td>
<td>$58</td>
<td>Available</td>
<td>Available</td>
<td>Not Available</td>
</tr>
</tbody>
</table>

Table 2 - Indirect Competitors
Situational Analysis

A SWOT Analysis is a strategic tool used by businesses and organizations to evaluate their strengths, weaknesses, opportunities, and threats. Whereas strengths and weaknesses measure internal qualities of the business, opportunities and threats represent external factors that impact the company.

Strengths

Since the owner is very passionate about what she does she is able to use this to spark new ideas, stay motivated, and endure the difficulties of starting a new business.

This passion is apparent to her clients and although Fit With Jenny’s client base consists of 49 clients, this small number allows her to accommodate most, if not all, of her customers’ needs. This is one of the reasons why her customers tend to be loyal and return for more classes and advice.

Another strength is that the owner renovated the space in 2010. Now that the facility has been sectioned off for different activities (e.g. massages, classes and playroom) the space is more practical for Mrs. Shelby’s business and appealing to her customers.

Lastly, Mrs. Shelby is very fortunate in the fact that she is not dependent on any financial institutions. Mrs. Shelby’s financial partner, her father, has provided all the loans to date and doesn’t require her to pay interest. This benefits the business
because it gives Mrs. Shelby payment flexibility in the sense that she can pay her loans off when she is able to versus having to make monthly payments.

**Weaknesses**
One of Mrs. Shelby’s main weaknesses is that she lacks financial accounting. She does not regularly record transactions that occur and does not utilize QuickBooks. Furthermore, as shown above, Mrs. Shelby’s prices are higher than most of her competitors that may be preventing people from signing up for memberships. Furthermore, her website is currently not up-to-date and is not user-friendly. In turn, this could potentially be preventing people from considering Fit With Jenny.

Since Fit With Jenny is currently not in the best financial standing, Mrs. Shelby works for the Hotel Del Coronado and Scripps Health. While she is working for those companies, her own gym is closed since there is no one else to run it. The only exception to this is when one of her contractors is teaching a class while she is out.

Lastly, Mrs. Shelby has so many ideas to try to get more customers but she doesn’t have enough time to address everything. As she is trying to do so, she is unable to focus her attention on one idea that may have the most potential.

**Opportunities**
Fit With Jenny is located in a shopping center with business owners that are willing to support her in achieving her goals. Mrs. Shelby is in the process of creating partnerships with these businesses in order to get more people in the door.
Her location also gives her the opportunity to target certain groups in the area that her services may be attractive to. For instance, there are a few different religious groups that forbid their female members to work out in the presence of men.

**Threats**

Fit With Jenny is located in a low-income area, where the people do not have much disposable income. This is a threat because they may not be able to afford the prices she is charging. This particular group of people is much more likely to go to a larger chain fitness center that charges less.

**Strengths:**
- She is passionate about what she does
- Small, but loyal customer base
- Accommodates to customers" needs
- Renovated facility
- No dependency on financial institutions

**Weaknesses:**
- Lack of financial upkeep
- Priced higher than competitors
- Facility is being under utilized
- Website is not user-friendly
- Spreads herself too thin between different projects/ideas that she has

**Opportunities:**
- Partnerships with nearby businesses
- Focus on target groups in the area

**Threats:**
- Low disposable income of the surrounding area
- Large gym chains

Table 3 - SWOT Analysis
SUMMARY OF OVERALL FINDINGS

After examining Fit With Jenny in depth, it became clear that significant steps must be taken to organize the business’s finances, to develop cost-effective marketing strategies, and to price services competitively. Although marketing is extremely important to the business owner and to the success of her business, the finances need to be in order first before money can be allocated to marketing efforts, such as promotions and advertising. The loan provided by Mrs. Shelby’s father and credit given by the landlord for the startup and renovation costs put the business in financial debt.

After her recent marriage, Mrs. Shelby’s personal finances have changed regarding the expenses. The income has fluctuated greatly since opening in February, which makes it difficult to calculate the true revenue. Mrs. Shelby’s startup costs also included promoting and advertising, but her marketing was costing her too much. So until Fit With Jenny acquires more clients or cuts other costs, the business cannot afford to continue investing money in advertising. After careful research of Mrs. Shelby’s competitors, it has been concluded that Fit With Jenny’s prices are set too high. For example, Fit With Jenny has a monthly rate of $65.00, while Curves, a close competitor, only charges $50.00 a month. The people living in the surrounding area of the business may not be able to afford the classes or programs.

Fit With Jenny has great potential due to its owner, Mrs. Shelby, who is optimistic, innovative, open-minded, and goal-oriented. Fit With Jenny hosts a variety of
independent contractors that provides her and her consultants with a great opportunity to turn the company into a profitable business.
KEY BUSINESS ISSUES

Fit With Jenny is a fitness center that gives women a unique workout experience and that personal touch that they cannot find at any other gym. Fit With Jenny has a lot of potential to be successful, but there are issues with the finances, marketing, and operations that need to be addressed before this can occur. Therefore, several key business issues of Fit With Jenny have been identified and are discussed below.

Key Business Issue One – Finances

After reviewing the financial documents provided by Mrs. Shelby, it has become evident that one of the main issues is the upkeep of the business’ financials. One of the first issues noticed when reviewing the documents was that Mrs. Shelby’s personal expenses were included with the business expenses. Furthermore, expenses and revenue are not recorded on a regular basis.

The documents provided date from January through April 2010. During this time period, Mrs. Shelby put together most of her revenue and expenses in a Microsoft Excel worksheet at the end of every month. There was no actual record of each transaction that occurred throughout each month. After April, Mrs. Shelby decided that putting these financial documents together was not a good use of her time. For that reason there are no financial documents for Fit With Jenny after April 2010.
In addition, Mrs. Shelby has not begun to pay off the $66,000 loan she received from her father, Mr. Piro. The reason being, that her business has not broken even yet.

Key Business Issue Two – Marketing Plan

Although there is marketing being done for Fit With Jenny, there is no set marketing plan. The current marketing efforts do not seen to be targeting Fit With Jenny”s target market or demographics, nor has it been very affective. Some of the current marketing includes: flyer distribution in the neighborhood, and paid advertisements in the Student Dollar stretcher (coupon book distributed on SDSU”s campus) and in San Diego State”s newspaper - The Daily Aztec.

The marketing that has been done does not seem to be organized or have a main focus. Mrs. Shelby is constantly changing the promotions for Fit With Jenny without waiting to get the results from the previous one. Hundreds of dollars have been spent on marketing, but the promotions have not brought in enough clients to make Fit With Jenny profitable.

In addition to the mentioned marketing issues, the current situation of the website has to be addressed. Right now the website www.fitwithjenny.com has an expired SSL-certificate which leads to error messages when opening the homepage. There are numerous dead links on the website and the site consists mainly of pictures which
include text. They aren”t readable for Google, which is one reason why the website isn”t ranked very well on the Google result list.

Furthermore, the website”s usability can be improved, since the navigation bar is confusing at the moment and there is too much text to read on the website.

**Key Business Issue Three – Operations**

Through interviews with Mrs. Shelby, the operations of the business have been identified as a key issue. This includes the first key issue dealing with the financial statements because Mrs. Shelby has not been recording them accurately. For instance, the clients who have a 6-month membership need to be automatically charged every month, but Mrs. Shelby has to do this manually. This method of charging clients is not only inefficient but it can lead to errors. Since Mrs. Shelby is the only person in charge of operations she does not have enough time to complete all of the administrative tasks, such as, responding to emails, recording transactions, and inputting client information. Another issue within the operations is the actual operation and use of the facility. The facility is currently being underutilized. When Mrs. Shelby is not at the fitness center or is leading workouts in Mission Bay or Coronado, the facility is empty and not being used. This takes away the possibility of signing up more clients or prospective clients coming in to take a look around.
GROUP’S OVERALL RECOMMENDATIONS

Recommendation One – Prepare Financial Statements Accurately

Mrs. Shelby’s financial statements are currently not in order. This is an issue because if she wants to make financial changes to her business, such as seeing where she can cut costs, she will have a difficult time doing so. In addition, if she ever ends up having to sell the business or needs to get a loan from a bank, she would not have any documentation to show how her business is doing.

This is the first “baby step” that must be taken in order for Fit With Jenny to start keeping a record of where money is coming from and where it is being spent. In order to fix the larger issue of the current financials, the team advises Mrs. Shelby to seek help, preferably from a professional. The accountant will be able to organize Fit With Jenny’s past financials into a statement and give Mrs. Shelby a better view of how the business is really doing. In addition to this the accountant will be able to assist Jenny with determining the best method to record transactions and handle all other financial aspects of the business.

Recommendation Two – Prioritize Marketing Plan

Mrs. Shelby’s marketing plan needs to revolve around budgeting and prioritizing. She has numerous marketing ideas, but they will only be successful if they are properly budgeted and aimed at her target market.
Fit With Jenny has a target market of 18-65 year old women, as well as the women in the Muslim community. It is the team's suggestion to begin promoting Fit With Jenny in the locations that her target market visits, such as Mosques, grocery stores, health food stores, and local businesses. Fit With Jenny is currently not making a profit, but this can change if the business is able to target these clients with information that is relevant to these clients' needs. If Mrs. Shelby can budget in affordable and inexpensive advertising and promote in areas that have potential clients, Fit With Jenny has a good chance of becoming profitable.

Regarding her website, Mrs. Shelby should consider re-designing the website since a website's usability is a crucial factor to ensuring visitors obtains information quickly and accurately. According to Usability.gov (an official U.S. Government Web site managed by the U.S. Department of Health & Human Services) studies by Forrester Research estimate that approximately 50 percent of potential sales are lost because users can't find information and that 40 percent of users do not return to a site when their first visit is a negative experience.7

The domain name www.fitwithjenny.com is good since it's easy to remember, which is a positive factor, but in order to avoid losing potential customers because of the website's design, the consulting groups recommends the following:

- To keep the website design and layout consistent, avoid using numerous types of fonts, colors and shapes

7 http://www.Usabilty.gov visited on Dec 3rd 2010
• Consider that users might have a small resolution on their screen, so the text on the site shouldn't be so long that they have to scroll down.

• Use less text, because people only read 28% of a text online\(^8\)

• Simplify the navigation bar so that it's easier to find information

• Maximize the chances of your website appearing on Google search results by having important information in text format and not on pictures, since Google can't "read" and therefore index this information

• Videos should look professional, but they should be avoided since they are large in size and slow down the site

• The SSL-certificate is only necessary if credit card information is being processed online. Since this is isn't the case right now, Mrs. Shelby can remove the SSL-certificate or can buy a new one for example at
  

• Dead links can be found by using the tool like "Xenu" (Freeware)
  
  http://home.snafu.de/tilman/xenulink.html

• Adjust the schedule so that it is not a picture and use a mouse-over effect to add detailed information to every item in the schedule

• One example of how the schedule could be improved can be found in the appendix D.

---

Recommendation Three – Restructure Operations

Fit With Jenny is open seven days a week, and Mrs. Shelby works every day. She rents the fitness center out to independent contractors throughout the week. Mrs. Shelby also leads classes in Coronado and Mission Bay a few days out of the week. When she is not at the fitness center, Fit With Jenny is closed, which means business is being lost. The team recommends searching for more independent contractors to lead classes when Mrs. Shelby is not present at the fitness center.

To better allocate her time, the team also suggests that Mrs. Shelby look into hiring an unpaid intern to assist with the business. This intern could be in charge of the administrative and financial aspects of the company, giving her more free time to focus on other things or work less. In order to find an intern, Mrs. Shelby can work with local colleges like San Diego State University to advertise the opportunity for an unpaid intern position at her fitness center.

After careful analysis, the team came to the conclusion that Fit With Jenny’s services are priced too high. The team researched direct competitors like Curves and compared the price of services, finding that Fit With Jenny had much higher prices. For example, for training and nutritional guidance, clients pay $167.00 per month at Fit With Jenny, but only $44.00 per month at Curves. Fit With Jenny can expand its clientele by making the services less expensive for its target market. Using the current prices, the consulting team attempted to calculate the number of clients needed for Fit With Jenny to break even and make a profit. However, the team was unable to do so because of not having
current figures for clients and which services they purchase. Also, when attempting to calculate the number of clients needed, it seemed that the number was unreasonably high considering how the business is currently doing financially.

From these calculations, it was determined that, although Mrs. Shelby would need a large number of clients to reach a breakeven point, she might be able to attract more clients by lowering her prices. A different option Mrs. Shelby has, other than lowering her prices, would be to market her current prices in a different way. For instance, Fit With Jenny”s 12-week Fit Booty Camp costs $499. Instead of advertising it as $499, she could advertise it as price per week or month. Also, the team felt that it would benefit Mrs. Shelby to offer some sort of payment plan for some of the more expensive services such as the 12-week Fit Booty Camp.

Fit With Jenny could become a much more profitable and successful business with the addition of a new employee, an adjustment to her pricing packages, and an affordable marketing plan.
GROUP’S TEN “SLAM DUNK” IMPROVEMENTS

Idea 1 – Keep track of financials
Idea 2 – Hire an intern
Idea 3 – Promote group rates
Idea 4 – Purchase a car decal
Idea 5 – Distribute flyers
Idea 6 – Promote “Mommy and Me” classes through Social Media
Idea 7 – Publish Nutritional Journals
Idea 8 – Partner with healthy food establishments
Idea 9 – Improve website
Idea 10 – Hire more subcontractors
Idea 1 – Keep track of financials

One of the key issues that the team has identified is the current situation with the financial statements. Although this is an issue that will take time to resolve, there are a few things Mrs. Shelby can start doing now that will start making her finances more organized. First, Mrs. Shelby needs to separate her personal expenses from her business expenses. Second, Mrs. Shelby needs to start recording every transaction that occurs, no matter how small or large the revenue or expense is.

The easiest way to do this would be to have a list where Mrs. Shelby could enter any transactions that occur such as selling a water bottle or energy drink. This way Mrs. Shelby won’t have to figure out where her expenses and revenue come from.

The list mentioned above could look this:

| Date | Name or Company | Transaction | Amount |

Lastly, the consulting team recommends that Mrs. Shelby take a tutorial on how to use QuickBooks. She currently has the program, but is not utilizing it. There are free online tutorials that could be of assistance to her. For instance, Learnthat.com offers a free tutorial on their website at http://www.learnthat.com/catalog/6/Quickbooks/. There are also live classes offered, but these are not free and tend to be expensive. They can be found here: http://quickbooks.intuit.com/product/training/instructor_seminar.jsp


By taking these two steps in regards to her financials, Mrs. Shelby will be able to gain a greater understanding of how her business is doing and see a breakdown of her expenses.
Idea 2 – Hire an intern

Since Mrs. Shelby needs someone to help with the administrative duties associated with the business, the team determined that hiring an intern would be the best and least inexpensive option. Many students have unpaid internships where they receive units towards their major like the participants of the Business Certificate Program at SDSU do. They have to work at least 100 hours at a company and have to write a report about what they’ve learned at the end of the semester in order to receive credit.

Through Career Services at San Diego State University employers are able to post available internships from their business at no cost. In addition to this, Career Services has all of the contacts for the different departments on campus that would approve an internship for various majors. A student who is majoring in a fitness or nutrition related field or even in business could greatly benefit from an internship at Fit With Jenny. The benefits would be great though for a student in a fitness or nutrition related major since Mrs. Shelby could help them with fitness certifications they may need, which would benefit the intern.

All the information needed to offer and advertise an internship is available in the employer section of the Career Services website, http://career.sdsu.edu/employer. Also, T.J. Willis is the Employer Specialist at Career Services and can assist Mrs. Shelby with all the arrangements needed. His business card and an information pamphlet can be found in appendix E.
Idea 3 – Promote group rates

There have been several groups that have approached Mrs. Shelby about working out a group rate or discount. These groups have typically been offices and businesses that would like to come work out together at Fit With Jenny. The consultants thought this was a very simple way to get more people in to the studio and have come up with some possible prices.

The team advises Mrs. Shelby to contact the groups and discuss possible prices. In addition, Mrs. Shelby could advertise this package to other businesses.

These are some group rates Mrs. Shelby could offer:

<table>
<thead>
<tr>
<th>Number of people per group</th>
<th>Price per person for a class</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-10</td>
<td>$15</td>
</tr>
<tr>
<td>10-25</td>
<td>$10</td>
</tr>
<tr>
<td>More than 25</td>
<td>$5</td>
</tr>
</tbody>
</table>

Table 4 - Possible Group Rates
Idea 4 – Purchase a car decal

The team decided that a quick and inexpensive marketing strategy would be to purchase a car window decal. Mrs. Shelby can promote her business while she is at work and also when she teaches in different locations.

When Mrs. Shelby teaches class at Fit With Jenny, she parks her car facing a very busy street, El Cajon Boulevard, during business hours. By purchasing a car decal, Mrs. Shelby is can promote her business simply by parking her car out on a main street. On days that Mrs. Shelby leads classes at the Mission Bay and Coronado locations, the car will provide exposure to the business to all passers-by who read the decal.

Mrs. Shelby has many options when it comes to purchasing the decal. The company Vistaprint allows anyone to upload or create their own designs onto their website. A customer can choose from either small or large window decals, the recommended choice being the latter. The price for one decal is $8.99, and the prices are discounted if a customer buys more than one. The website allows a customer to choose from many different styles and designs, including an editing option for adding extra text or artwork. This decal is a quick and inexpensive marketing strategy that can help the success of Fit With Jenny. Below is a picture of a possible window decal in the editing phase on Vistaprint.
Exhibit 1 - Possible Window Decal
Idea 5 – Distribute flyers

The team believes that another effective and successful marketing solution is to purchase business flyers. Although Mrs. Shelby has advertised in the San Diego State University's newspaper - the Daily Aztec, the daily planner, and Student Dollar Stretcher, the cost outweighed the benefits.

The team recommends that Mrs. Shelby print flyers and distribute them in areas where the company’s target market lives. Business flyers would be a more affordable and efficient way of advertising Fit With Jenny. It would also allow Mrs. Shelby to reach a much broader area than just the SDSU campus.

Through research, it was again decided that Vistaprint offered the best prices for business flyers. The first 25 flyers are free if a customer orders a flyer with a blank backside, but $4.99 with color on the back. The prices correlating with different amounts are as follows:

<table>
<thead>
<tr>
<th>Quantity</th>
<th>25</th>
<th>50</th>
<th>100</th>
<th>250</th>
<th>500</th>
</tr>
</thead>
</table>

Table 5 – Vistaprint Prices for Flyer Printing

If there is an existing flyer design it can be uploaded to Vistaprint. Otherwise, the customer can choose from a number of sample designs. As previously stated, the flyer can have a blank backside or a customer can choose to print something on both sides. Below is a flyer that Mrs. Shelby has used in the past for her e-mails. The file image...
was uploaded by the consultants to represent how easily a flyer can be made on Vistaprint.

Exhibit 2 - Flyer Upload on Vistaprint

As for flyer distribution, there are a number of places that the team recommends Fit With Jenny targets. Flyers can be handed out to the stores located in the same shopping center as the fitness center, as well as other local places that are willing to take in her flyers. There are a number of businesses located on El Cajon Boulevard that are ideal for attracting the owner’s female target market.

Some of these include Starbucks, Ralphs, Jamba Juice, and The Daily Grind Café. Mrs. Shelby also appeals to the Muslim community for her exclusive women’s fitness center, which suggests that Mosques in the vicinity could have a great deal of potential clients. Since Mrs. Shelby also offers personal shopping sessions, where she accompanies her clients to grocery stores like Whole Foods and Trader Joe’s for nutritional advice and
ideas, she can also consider these locations as another great place to post and distribute her flyers.
Idea 6 – Promote “Mommy and Me” classes through Social Media

Fit With Jenny’s “Mommy and Me” classes allow mothers to have a great workout experience while their children receive quality day care for their children. Advertising this aspect of Fit With Jenny can be advantageous since it is one of the few fitness centers in the neighborhood to offer such a service.

Mrs. Shelby can use social networks to promote this aspect of her business. With over 500 million users, Facebook is the most popular online social network; which Mrs. Shelby already uses to promote her services in general.

(http://www.facebook.com/pages/San-Diego-CA/Fit-With-Jenny/115042736314)

Fit With Jenny can take advantage of using Facebook to advertise her “Mommy and Me” classes by promoting this particular service in her wall posts. Wall posts are a section on Facebook profiles where a user can post information and their friends can read and comment on the posted messages. Since Mrs. Shelby already uses an online application, Hootsuite, to post news on her Facebook page, she can easily add Twitter as an account or other services like MySpace to update her posts and tweets simultaneously on Facebook, Twitter, and other social media networks.

1 Different accounts can be chosen

Exhibit 3 – Hootesuite Toolbar
When Mrs. Shelby posts messages online, she can offer special discounts and the option to print coupons. By making it easier for clients to obtain information and special offers, Mrs. Shelby will be able to attract more women to her “Mommy & Me” classes and can measure her return on investment at the same time. In order to hone in on Fit With Jenny’s target market even more, Mrs. Shelby can also search for groups on Facebook that cater to women with small children. One group on Facebook is called “Moms in motion” (http://www.facebook.com/group.php?gid=82719593108) a global social network that connects moms through fitness. However, Mrs. Shelby has to be careful with posting advertisements since the group owners can consider it spam and easily delete it. That being said, when posting information on other groups’ pages it would be best to post nutritional information so that FWJ is still gaining exposure and still abiding user rules.

There are forums and groups online which could also be interesting like: http://sandiego.momslikeme.com or groups on www.meetup.com like “La Jolla Moms”.

Idea 7 – Publish Nutritional Journals

Mrs. Shelby not only wants Fit With Jenny to serve the community as a fitness center, but she also wants to offer nutritional guidance for healthy eating as well. Mrs. Shelby has come up with recipes and dietary practices that promote weight loss and a healthier lifestyle.

Clients of Fit With Jenny would benefit if they could have a copy of those recipes because that would allow them to prepare healthy meals day after day. Fit With Jenny can capitalize on this opportunity by creating a healthy recipe journal and selling it at her fitness center. As Jenny is coaching her clients through a healthy workout, she can emphasize how important it is to maintain a healthy lifestyle by eating healthy meals.

Clients might want a written version of the nutrition journal for their own keeping. Cal Copy, a copying company based in San Diego (5131 College Ave # E, San Diego) has many different styles and packages to choose from. Mrs. Shelby can purchase copies from Cal Copy and disburse them among their clients. As clients from Fit With Jenny run through the training process and see the potential health benefits, it will seem natural to adjust eating habits, and the journals from Fit With Jenny can help achieving those benefits.

Mrs. Shelby can also sell copies of her journals on her own website. She can do that at low costs and this would draw more traffic to the website as well.
Idea 8 – Partner with Healthy Food Eateries

San Diego is host to a number of health conscience grocery stores including Henry”s and Whole Foods. These stores focus on giving the customer a broad and unique selection of healthy foods to keep or maintain a healthy lifestyle.

One way these grocery stores cater to their customers” needs is through their own websites. These websites are high traffic spots for internet users who are searching for healthier dietary ideas.

Mrs. Shelby so happens to compose a daily blog that can be found through her company website, which could be interesting for visitors of the grocery stores websites.

In her blog, Mrs. Shelby discusses healthy recipes and healthier alternatives to some of people”s favorite food and beverages. Mrs. Shelby could coordinate with these grocery stores and possibly connect her daily blog to their websites.

Mrs. Shelby brings her clients to grocery stores like Whole Foods to teach them healthy recipes and ideas. Fit With Jenny would have the potential of growing tremendously if Mrs. Shelby were to talk to these grocery stores about promoting each other”s businesses.
Idea 9 – Use an online scheduling service

In order to reduce the effort of coordinating and schedule appointments between clients and Mrs. Shelby or her massage therapists on the phone, Mrs. Shelby could implement an online booking tool which could do that for her. Some examples and a comparison of different tools can be found in appendix D. (Some of them don’t require a merchant account).
Idea 10 – Hire more subcontractors

In order to use the Fit With Jenny building more efficiently, Mrs. Shelby could hire subcontractors while she is working elsewhere. The subcontractors can be other personal trainers who don’t own their own facility or maybe more instructors who teach special classes like Zumba, Jazzercise, and etcetera. The subcontractors can divide their revenue with Mrs. Shelby or pay rent. Both models would improve her financial situation.

Personal Trainers in the Greater San Diego Area can be found in many online directories like LinkedIn, Yelp or the Yellow Pages.

http://www.yelp.com/search?find_desc=personal+trainers&ns=1&find_loc=san+diego


http://yellowpages.lycos.com/search?what=personal+trainers&where=San+Diego+County,+CA

More instructors/nutritionists can be found here

http://www.linkedin.com/directory/sp/s/nutritionists-san-diego.html

http://www.achieve-fitness.com/personaltrainers/personal_trainer_directory.htm

http://bizdirectory.signonsandiego.com/san-diego+ca/personal+trainers.zq.html
APPENDICES

Appendix A – Jenny Shelby and the Facility

Jenny Shelby 1

Inside Fit With Jenny 1

SDSU Small Business Consulting Program
Appendix B – Class Schedule

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:30 am TKB</td>
<td>7:00 am BeachBody</td>
<td>5:30 Circuit</td>
<td>7:00 am BeachBody</td>
<td>5:30 am Total Body</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:00 am Jazzercise</td>
<td>9:15 am Circuit Coronado</td>
<td>8:00 am Jazzercise Coronado</td>
<td>9:15 am Circuit Coronado</td>
<td>8:00 am Jazzercise Coronado</td>
<td>9:00 am Super Saturday</td>
<td>9:00 am Mommy &amp; Me</td>
</tr>
<tr>
<td>9:15 am Core Conditioning</td>
<td>9:15 am Circuit</td>
<td>9:15 am Core Conditioning</td>
<td>10:00 am *BeachBODY</td>
<td>11:00 am PIYo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:30 pm Circuit</td>
<td>5:30 pm TKB</td>
<td>5:30 pm Total Body</td>
<td>5:30 pm PIYo</td>
<td>5:30 pm Circuit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:30 pm core Conditioning (30 minutes)</td>
<td>6:30 pm Zumba</td>
<td>6:30 pm Gentle Yoga</td>
<td>6:30 pm Zumba</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Schedule (Gets changed slightly on a monthly basis)
Appendix B-1 – Pricing Information

<table>
<thead>
<tr>
<th>Fitness</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bootcamp</td>
<td>$499</td>
</tr>
<tr>
<td>10 classes</td>
<td>$329</td>
</tr>
<tr>
<td>1 month pass</td>
<td>$75</td>
</tr>
<tr>
<td>6 months pass</td>
<td>$65/month</td>
</tr>
<tr>
<td>1 day pass</td>
<td>$18</td>
</tr>
<tr>
<td>1 day pass (student)</td>
<td>$13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Massage type</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swedish/Deep</td>
<td>60min/$60</td>
</tr>
<tr>
<td>Tissue/Prenatal</td>
<td>90min/475</td>
</tr>
<tr>
<td>Hot Stone</td>
<td>$70</td>
</tr>
<tr>
<td>Facial</td>
<td>$30</td>
</tr>
<tr>
<td>Body scrub</td>
<td>50min/$50</td>
</tr>
<tr>
<td>Body wrap</td>
<td>90min/$100</td>
</tr>
</tbody>
</table>
Appendix B-2 -- Class Information

**Zumba**
The Zumba® program fuses hypnotic Latin rhythms and easy-to-follow moves to create a one-of-a-kind fitness program that will blow you away. Our goal is simple: We want you to want to work out, to love working out, to gethooked.

**Core conditioning**
This class emphasizes the importance of overall core strength not only the abdominals, but also the lower back, hips and glutes. This class focuses on quality exercises geared towards overall core strengthening. Speed is 30 mins of this!

**Circuit**
Circuit Training Boot Camp is a high energy, calorie burning, fat melting, sweat pouring workout! Although the concept of Circuit training is not new, each and every class will be. Designed to efficiently work your body from head to toe each week as well as cure those “Gym Horedom Blues”. Circuits will incorporate resistance, free weights and core as well as cardio exercises. No “same old thing” here!

**Belly dance**
Get fantastic exercise while having a great time exploring belly dance. This low impact cardio workout is a perfect Core Workout. Have fun while you tone hips and belly. Veil work tones arms. Improve your posture and confidence. Express yourself and tap into the grace and rhythms of your body as you learn fun dance combinations. Get in touch with your sensuality and celebrate yourself as a woman, no matter what your size or fitness level! *Sign up now for Belly Dance!

**Marathon/Walking training Groups**
Do you need motivation and a set track for your upcoming walk/jog marathon? Or maybe you just want to get cardio lean!! Join us for adventure runs. Meet at studio!

**Total Body**
A complete strength training and muscle conditioning class utilizing hand weights, resistance bands, and Resista-Balls. Designed for all fitness levels. Blast your body into high gear wtih intervals of cardio and strength training!

**PiYo (Pilates/Yoga)**
This hard-core class is to music and actively fuses together the best of Pilates and yoga. It is a unique blend of dynamic movements that incorporate balance, strength and functional training while also emphasizing the athleticism found in Pilates.

**Turbo Fire**
Let us push you past your limits with this workout packed with plyometric drills on top of nonstop intervals of strength, power, resistance, and core training moves. No equipment needed, just the will to get the hardest body you’ve ever had...and get ready to work it!

**Super Saturday**
Experience a taste of everything and mix it up! Kickboxing, weights, core conditioning and more...this exciting workout is on what day??

**Beach Body @ Mission**
It’s HIKING SEASON! Join us for 4 weeks and you’ll have your BEACH BODY! Get a bootie-kicking workout once a week exclusively for women. Burn hundreds of calories while getting your vita-D! Packages available for just beach classes. See directions to mission bay at www.fitwithjenny.com

**Mommy & Me**
The energy and versatility of classes will keep Mama’s muscles and mindguessing!! While you workout, our certified preschool teacher will be leading movement activities and learning games with your kid’s in their own classroom!

**Kickboxing aka tkh**
Turbo kickboxing is a constant party with new rounds to mix it up!! This ultimate cardiovascular challenge, is complete with a sport specific warm-up, bouts of intense intervals, easy to follow kickboxing combinations.

**Yoga/ Gentle Yoga**
This classic practice of yoga postures and breathing revitalizes the body physically, mentally and spiritually. It is a one hour uplifting practice that increases muscle tone, improves flexibility and concentration, detoxifies the vital organs and allows you to experience a state of deep relaxation. Immersse yourself in the ancient art of self care. Free to members. Packages available for Yoga. BRING 2 small blankets.

**Jazzercise**
This 60-minute group class combining cardio, strength, and stretch moves for a total body workout. We’ve taken moves from hip-hop, yoga, pilates and jazz dance, kickboxing and resistance training and bundled them! All ages, all levels and sizes welcome! Burn up to 500 calories! Free to members. Packages available for just jazzercise.

**Specialty classes:**
- Packages available
- Non-members are welcome
- Call for pricing 619 337 8896
- RED = “OUTDOOR FITNESS”
Appendix C – Customer Survey

Customer Survey

Age: _________

What classes do you take?

☐ TKB
☐ Beach Body
☐ Jazzercise
☐ Zumba
☐ Core conditioning
☐ Circuit
☐ Total Body
☐ Mommy and me
☐ PiYo
☐ Turbofire
☐ Belly dance
☐ Super Saturday
☐ Yoga
☐ Marathon

What are some of the different programs and classes you heard about?

☐ TKB
☐ Beach Body
☐ Jazzercise
☐ Zumba
☐ Core conditioning
☐ Circuit
☐ Total Body
☐ Mommy and me
☐ PiYo
☐ Turbofire
☐ Belly dance
☐ Super Saturday
☐ Yoga
☐ Marathon

Do you still have a contract with another gym

☐ No
☐ Yes, which one___________

What class times do you prefer?

☐ Early morning (5.30-8.00)
☐ Morning (8.00-11.30)
☐ Noon
☐ Afternoon (1.00-6.00)
☐ Evening (6.00-8.00)

How did you find out about Fit with Jenny?

☐ Internet
☐ Flyer/Poster
☐ Word of mouth
☐ Other:_________________

Would you tell a friend about Fit with Jenny?

☐ Yes, why: _____________
☐ No, why: _____________

What do you like best about Fit with Jenny

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Additional Comments
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
Appendix C-1 – Customer Survey Evaluation

**What classes do you take?**

- Super Saturday
- Yoga
- Marathon
- TKB
- Beach Body
- Jazzercise
- Zumba
- Core conditioning
- Circuit
- PiYo
- Turbofire
- Mommy and me
- Total Body

**What class times do you prefer?**

- Evening (6.00-8.00) 39%
- Morning (8.00-11.30) 33%
- Afternoon (1.00-6.00) 11%
- Noon 0%
- Early morning (5.30-8.00) 17%

**What are different programs you heard of?**

- Super Saturday
- Yoga
- Marathon
- TKB
- Beach Body
- Jazzercise
- Zumba
- PiYo
- Turbofire
- Mommy and me
- Total Body
- Circuit
- Core conditioning
- Super Saturday

**How did you find out about Fit with Jenny?**

- Internet 0%
- Flyer/Poster 17%
- Other 50%
- Word of mouth 33%
Appendix D – Website Recommendations

RECOMMENDATIONS FOR THE WEBSITE
www.fitwithjenny.com

WHAT DO YOU WANT THE VISITORS TO DO?
- Get a first Impression about Jenny and her gym
- See the class schedule
- Sign up for the newsletter
- Promote the website through Facebook
- Maybe book services online
HOW TO GUIDE YOUR VISITORS

- Avoid different types of fonts, colors and shapes
- Don’t make your visitors scroll
- Less information is easier to digest

"Internet users don’t really read content online, at least according to a study by Dr. Nielsen on reading behaviors of people on his website. His analysis shows that people only read 28% of the text on a web page and decreased the more text there is on the page."

- Simplify the navigation bar
- Meet your visitor’s expectations

SIMPLIFY THE NAVIGATION BAR

Move claim under “fit with Jenny” so it’s easier to read or omit it entirely
Move Social Media Tools to Bottom and move phone number and/or e-mail address up
HOW OTHER TRAINERS DESIGNED THEIR NAVIGATION BAR

MEET YOUR VISITOR’S EXPECTATIONS AND ANSWER THEIR QUESTIONS
(WHO IS THE TRAINER, WHAT DOES SHE OFFER, HOW MUCH DOES IT COST, WHERE IS IT, HOW CAN I JOIN)

Jenny Fitness Schedule Location Contact

Bio Classes Schedule Description E-Mail
One 2 one Pictures Phone
Fit-BootyCamp Directions Facebook
Massage Nutrition
HOW TO IMPROVE THE SCHEDULE
-SAVE SPACE WITH MOUSE-OVER EFFECTS

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:30 am TK8</td>
<td>7:00 am</td>
<td>7:00 am</td>
<td>7:00 am</td>
</tr>
</tbody>
</table>
| 8:00 am | Jazzercise | 9:35 am | Gymnastics 
| 9:15 am | Core | Conditioning |  |
| 11:00 am | Circuit | | |
| 1:00 pm | Circuit | | |
| 3:00 pm | Circuit | | |

Describe classes in a mouse-over box

ADD-ON: MASSAGE ONLINE BOOKING WITH INTEGRATED SCHEDULING

<table>
<thead>
<tr>
<th>skedgen</th>
<th>schedulicity</th>
<th>genbook</th>
<th>clickbook</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>23/34</td>
<td>20</td>
<td>Unlimited</td>
<td>6</td>
</tr>
<tr>
<td>X</td>
<td>X</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
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<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>$29.95/$49.95</td>
<td>$39</td>
<td>$39.95</td>
<td>$14.95</td>
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Appendix E – Career Service Flyer and Business Card
T.J. Willis
Employer Specialist

Career Services
San Diego State University
5500 Campanile Drive
San Diego, CA 92182-8255
Tel: 619 594-5049
Fax: 619 594-2650
E-mail: twillis@mail.sdsu.edu
http://career.sdsu.edu
Appendix F - Charts

Chart 1 - Birthplace for Foreign Born Population

Chart 2 - Population of San Diego, CA 92115.
Chart 3 - Distribution of age in San Diego, CA 92115

Chart 4 – Household Income Levels in San Diego, CA 92115
Chart 5 – Citizenship by Birthplace (San Diego, CA 92115)

Chart 6 – Population by Race in San Diego, CA 92115
Appendix G – Time Log

<table>
<thead>
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<th>Team Member</th>
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<tr>
<td>Christine Fettich</td>
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</tr>
<tr>
<td>Chris Gale</td>
<td>45</td>
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<tr>
<td>Liat Mageni</td>
<td>61.5</td>
</tr>
<tr>
<td>Jenna Scaduto</td>
<td>77</td>
</tr>
<tr>
<td>TOTAL</td>
<td>263</td>
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</table>
REFERENCES


“Population Demographics in San Diego, CA.” Movoto LLC. 26 October 2010.

< http://www.movoto.com/neighborhood/ca/san-diego/92115.htm >

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