

Skinner Fitness Limited: Breathing Space Yoga and Wellness Centre Business Plan

Skinner Fitness Limited: Wellness Centre Business Plan

By

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A research project submitted in partial fulfillment of the requirements for the degree of

Executive Master of Business Administration

Saint Mary's University

Written for EMBA 6634 and 6646 under the direction of Dr. Gordon Fullerton

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Acknowledgements

I would like to thank Dr. Fullerton for all his help and advice in completing this project. I would also like to thank the EMBA class of 2014 for their wisdom, council, and support that made this project possible. Lastly, I would like to express my appreciation to my spouse and family for their support, encouragement, and especially their patience.

Abstract

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March 6, 2014

The purpose of this report was to determine the viability of a Yoga Centric Wellness Centre on the Halifax Peninsula. Competitive Analysis, Consumer Analysis, and Economic Analysis are key factors required to develop a viable value proposition, which will allow consumers to maximize utility and positively affect cash flow and profitability. The yoga trend in Canada and North America has been analyzed and cross-referenced with the economic situation in Halifax, Nova Scotia (NS). This information was then used to create a value proposition and marketing strategy based the principals of intermediation and long-term stakeholder value creation. Our value proposition is to provide spiritual, mental, and physical support in a way that allows our students live healthy and fulfilled lives by taking what they learn on their mat and applying it to their life. This paper will outline the practical marketing and partnerships of this value proposition in a way that strategically differentiates the Wellness Centre from the competitive landscape.

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Introduction

The following is of note during this marketing and planning process: It is our goal, in the long term, to change the segmentation of yoga. The marketing activities associated with this business plan relate to the core belief that yoga is about building strength of the mind, body, and spirit and reconnecting all of those things in order to live a more centred, complete, and fully awake life. Our goal is to help people (beginning with Halifax, NS) reconnect with their own inner strength and recognize the beauty that resides in all of us. This falls directly in line with the vision of Breathing Space Yoga Studios: **To help people awaken the extraordinary and become fully alive human beings.**

Executive Summary

We at Skinner Fitness and Breathing Space Yoga Studios believe there is a significant opportunity for growth by tapping into the market of the Halifax Peninsula. As discussed in this report, the timing, population, and consumer trends are lined up to support a financially successful business that provides value and a service to the community.

Our *value proposition* is to provide spiritual, mental, and physical support in a way that allows our students live healthy and fulfilled lives by taking what they learn on their mat and applying it to their lives. This business plan outlines the services and offerings

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that will be brought together in order to create a Centre focused on strengthening the mind and body, with yoga being its core offering. All other offerings will be designed in such a way as to continue to add value to people through our strategic value offering.

Through its various partnerships and intermediation, Skinner Fitness will create a suite of services and from various complementary growing markets will create an offering where people can strengthen and heal their bodies while reconnecting with their minds in order to go back out into the world strong, confident, and focused.

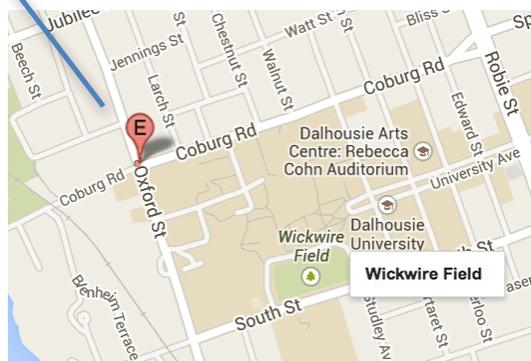
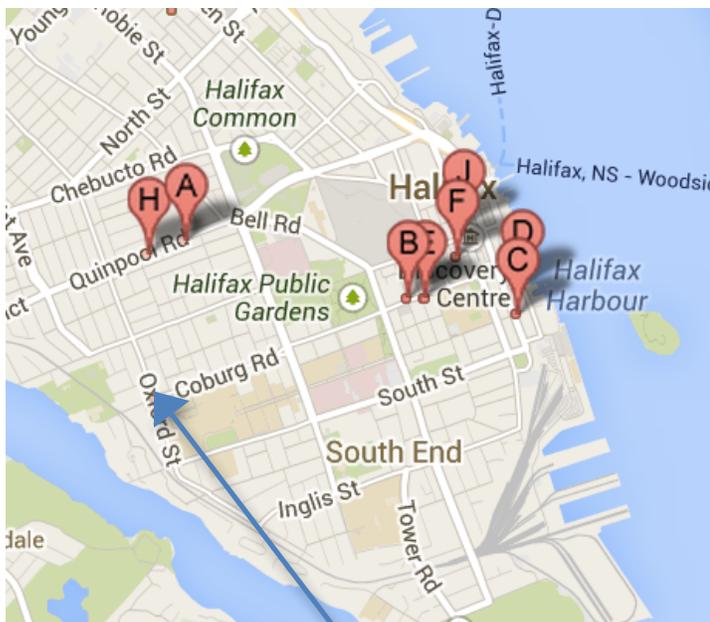
At this time, the business is forecasted to offer the following services:

- Yoga (Breathing Space Yoga Studio)
- Meditation
- Tea café (located in the lobby of the centre's "Zen Tea")
- Yoga-centred retail
- Nutrition services
- Massage
- Chiropractor, and
- Naturopathic services

All of the services offered will be designed in such a way as to continue to funnel consumers back into the core business of yoga and in this way create a differentiated offering compared to what currently exists in the Halifax market.

Market Viability & Current Situation

The Halifax yoga market, while not without competition, is currently centralized in the Spring Garden Road area, with five major studios in a tight cluster close to the Lulu Lemon retail store. Further, there is one significant studio, located on Quinpool Road (Therapeutic Approach yoga studio). It is located in a medical clinic approximately 13 blocks from the proposed studio on 6389 Coburg Road. In this section, we will explore the viability of adding a new studio to the current downtown market.



Canadian Yoga Statistics

North Americans in particular lead busier and busier lives and, combined with the trend in North America of blending and changing traditional religions, this can leave a void in people's need for spiritual connection on some level. For example, "It is fairly common today – particularly in North America – for people who are not intensely loyal to a denomination to build their own religion." (SELLERS, 1998, p. 7). Taking into account these trends helps explain the trends in yoga seen in recent years as well as provides a basis for forecasting what the next few years could look like. In 2005, a study on the penetration of yoga into Canada revealed that 5.5%, or 1.4 million, of Canadians practice yoga. This represents an increase from the current year of 15% and a 45.3% increase since 2003.

Historically, the segmentation of yoga practitioners tended to trend towards middle-aged Canadians; however, this same study indicated that the fastest growing segment are people between the ages of 18 and 34, which increased by 25.7% in the same one-year period. This widening of the market leaves an exciting prospect for growth in the yoga community in the years to come. For example, when asked, 8.3% of people who do not currently practice yoga indicate that they intend to start in the next 12 months. (Press, Statistics, Resources and Links, 2011)

Segmentation	
Male	27.7%
Female	72.3%

Age 18-34	41.0%
Age 35-54	44.7%

Halifax Population Breakdown

(CANADA CONSUMER SPENDING, 2013)

Taking the age demographics of yoga in Canada into account, the above noted table can be used to project those statistics onto the city of Halifax and, further, onto the Halifax Peninsula. Based on the population breakdown by gender and age (see Appendix 1), Halifax is in a prime position to maximize on the current trends of the industry as well as the forecasted growth. Women make up approximately 52% of the population of the city, with approximately one-third falling into the maximum growth range noted above.

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Further, the table below confirms the yoga market's position as the fourth largest growing industry in North America. This forecasted trend, coupled with historical data, creates a market with opportunity for new entrants.

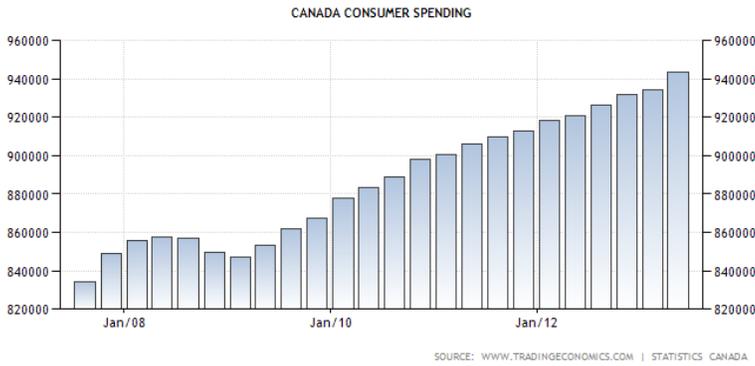
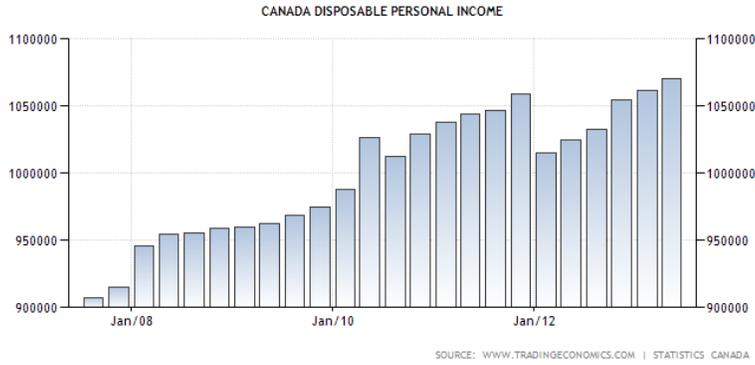
	2012	2013	2014	2015	2016	2017	Major Players
Yoga (\$Millions)	\$6,853	\$7,170	\$7,538	\$7,962	\$8,319	\$8,643	None

(Ibisworld, 2012)

The numbers in the above table are North American statistics, and when compared to the 349 million people currently living in North America, they can be used to forecast the money spent on yoga in Halifax, NS. Based on the Halifax population being approximately 400,000, we can assert that Halifax makes up 0.114% of the population of North America and therefore will generate approximately 0.114% of the money indicated above. In 2014, the money forecasted to be spent in the yoga industry in Halifax is \$8.59 million.

To strengthen this argument, we can see from the charts below that Canadian consumer spending and disposable income will continue to rise for the five years following 2012. Given that yoga is a disposable income service, this strengthens the validity of the above forecast for 2014.

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Halifax Income Breakdown

“In 2006, the median income for individuals in Halifax Peninsula was \$25,686 a year, compared with the median of \$24,030 for Nova Scotia. Families in Halifax Peninsula had a median income of \$67,735, compared with the median of \$55,412 for Nova Scotia” (Scotia, 2006). This represents an average higher income of approximately 7% for the individuals residing on the Halifax Peninsula compared to the average individual income for individuals residing in Halifax, NS.

Over the last 10 years, the yoga penetration into the North American population has been growing at over 10% per year. Moreover, in the next five years, the market is seen by some as the fourth fastest growing industry in North America, with a projected five-year growth rate of 26.1% (see table above) (Ibisworld, 2012).

Focused Assessment of the Market Opportunity

Target Market Segment

The market segmentation and breakdown as described above describes the traditional view of market segmentation for the yoga industry as first “women” and then between the ages of 18 and the 35. It represents 18.6% of the approximately 80,000 people living in the Halifax Peninsula, or 15,000 people. (Scotia, 2006)

Primary Market Segments for Success	Secondary Segments for Growth
Professional Women	Athletes
Stay-at-home Mothers	Males between 18 and 35
Retired Women	Baby-boomer business men

Although statistically the groups represented in the “primary segments for success,” will be the first strategic focus of the business. The trending growth for yoga is shifting toward the mainstream, our initial marketing campaign (outlined below) will be directed at the general population of the Halifax Peninsula, with specific campaigns launched towards individual groups, this will therefore allow us to articulate the value proposition to our target market while simultaneously capitalizing on the horizontal market growth that currently exists in the market.

The target for success is an opportunity to build a loyal regular client base taken from

the population of the area. Skinner Fitness Limited's goal is to represent a 25% market share of the Halifax Peninsula's current yoga market. This would conservatively represent approximately 1,000 loyal to semi-loyal customers (generated from the statistics noted above). Loyal, in this case, is defined as a customer who purchases and uses the equivalent of three 10-punch passes per year. Value and profit maximization will occur by funneling these loyal consumers through the other services offered at the facility.

Customer and Needs Assessment

We live in a society that can be termed the "always on" generation due to the increased competition in global markets and technology that never allows us to fully turn off from work. This creates a group of people who are over-worked, endure high levels of stress, and live often-unhealthy lifestyles. Our customer needs assessment focuses on the consumer's need to navigate through the above situation in order to live a happier, healthier, and more connected lifestyle.

Our working thesis on the subject of the drivers behind the growth in yoga is:

1. An increase in a general desire to live a healthy lifestyle through physical exercise c this is demonstrated by a 34% increase in fitness memberships in the 12 years preceding 2010 (Holloway, 2011);
2. Increased clarity of mind;
3. Social community; and
4. A sense of spiritual connection (SELLERS, 1998).

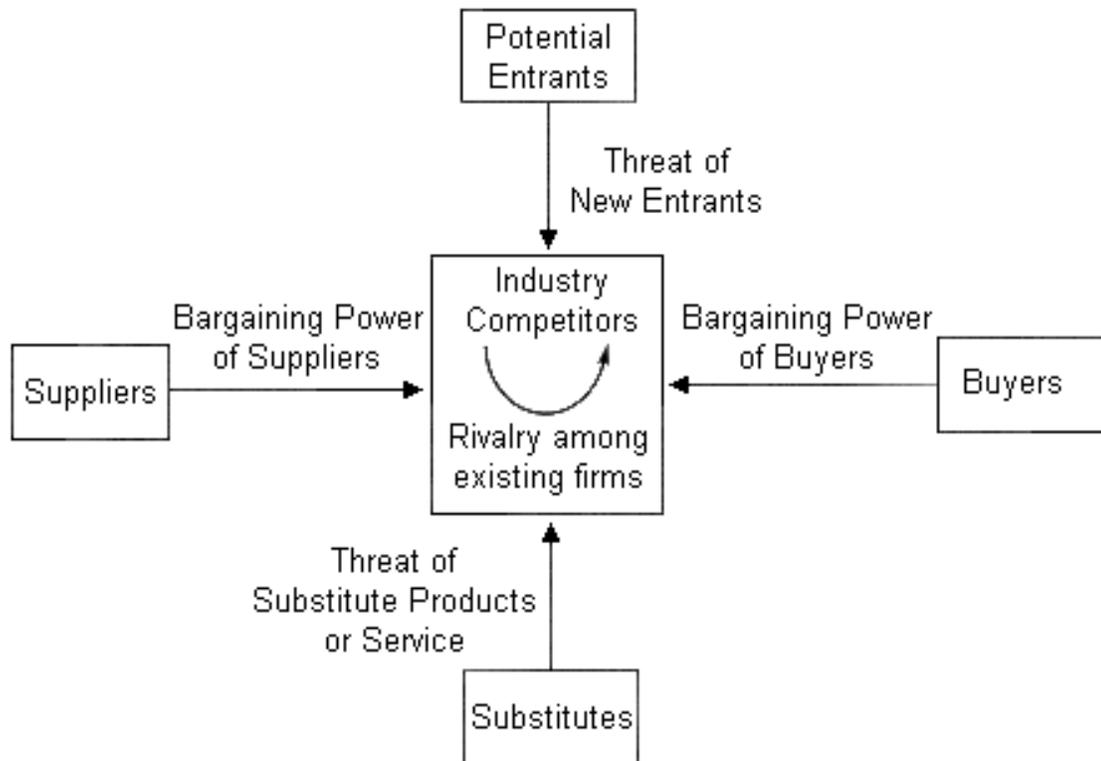
Trends rarely exist in a silo and, with that in mind, in order to help forecast consumer needs and behaviors, literature has been reviewed to help identify the underlying trends

controlling the trends in yoga. The following are the significant trends, which are the underlying current in the growth of the yoga industry.

1. An increasing trend toward a healthier lifestyle and fitness (Holloway, 2011);
2. Increased corporate work load expectations, due to our “always on” work lifestyle. For example, as of 2004, Americans now worked 50% more hours per week than their peers in the European G7 countries (Precott, 2004).
3. Yoga is currently moving into the mainstream and will become a place for people to gather and connect in a type of community as seen by the historical and projected growth noted above; and
4. With the increasing amount of people moving away from organized religion, yoga offers a way to connect on a spiritual level to all beliefs, creating an inclusive as opposed to exclusive lifestyle (SELLERS, 1998).

The key to maximizing market penetration in this area will be Breathing Space Yoga and Wellness (BSYW) ability to continue to create programs that connect with people on the above levels. This will require an inclusive as opposed to exclusive approach to yoga – making it reachable, desirable, and attainable for everyone. The heart of this strategy will be the individual yoga instructor, who will build and nurture individual connections with students and act as their guide on their own personal journeys.

Five Forces



In order to ascertain the viability of entering the Halifax yoga market, it is important to look at all of the factors that contribute to the competitive landscape. In this case, Michael Porter's 5 forces model (shown above) will be used as platform to assess the impact of: suppliers, potential entrants, buyers, and substitutes. Each of the five forces will be rated as high, medium, or low in terms of their individual level of impact on the Halifax market.

Suppliers

In this case, given that yoga is a service, the suppliers are defined as the actual teachers who administer the classes. The impact of the bargaining power of the teachers in terms of wages and conditions is **low**. This relates to a supply and demand issue; yoga teacher training is becoming

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mainstream, with over 100 new teachers in Halifax Regional Municipality (HRM) every year.

Although yoga is growing, the influx of teachers outpaces the requirement for new teachers and therefore lowers the bargaining power of the individual teacher.

Potential Entrants

Potential Entrants is defined as new yoga studios through expansion of existing fitness and wellness center's to include yoga, new stand-alone studios, or freelance teachers teaching from their homes or community centers. In this case, taking into consideration the growing demand and the overabundance of people capable of teaching base-level yoga classes, the potential impact of potential entrants is **high**. The key to mitigating this threat will be holding true to our value proposition of "providing spiritual, mental, and physical support in a way that allows our students live healthy and fulfilled lives by taking what they learn on their mat and applying it to their life.

Buyers

The buyers in this case are the prospective clients or students. The bargaining power of students is **medium**, an assessment based on the fact that yoga class competition at this point is not based on price. At this point, the class attendance is based on: location, style, and value of offering. This trend is evident through the high margins attained from yoga cross-referenced with the levels of attendance across the different studios and styles of yoga.

Substitutes

As with many things, the threat of substitutes varies and depends on the firm's path to market and value proposition. In this case, the impact of substitutes is **medium**. For example if our value proposition was based purely around Asana yoga, then every other style, fitness centre, and fitness program would be a viable substitute. In the case of Breathing Space Yoga and Wellness Centre, because we strive to "provide spiritual, mental, and physical support," all of the substitutes in the market will only be partial substitutes; therefore, the level of impact is based on the utility of the individual consumer. In this case, as mentioned above, we believe that decreased physical health, increased stress levels, and a general move away from organized religion will

create the space for our specific value proposition.

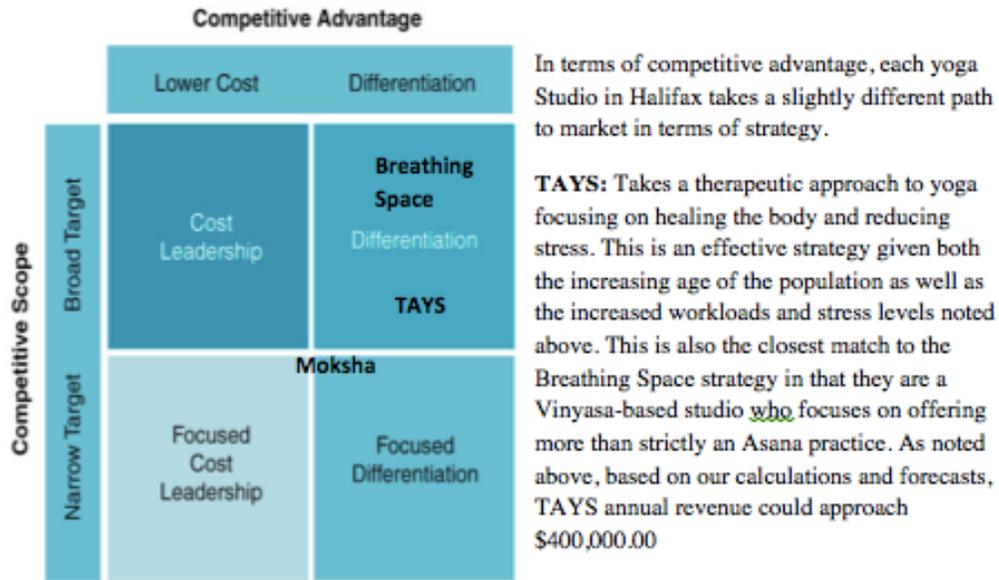
Competitors

Although there is ample competition in Halifax fighting for the market of the growing yoga community, there are no single competitors with a strong foothold or a widespread presence. Further, there are currently no studios with the same vision or path to yoga as the proposed Breathing Space Yoga and Wellness Centre. The strongest competitor in the area is Moksha Yoga Studios, who offer a popular and trendy hot yoga. Located approximately 1.5 km from the proposed location on Dresden Row, Halifax, the forecasted competition from this studio is moderate based the proposed location and distance away from Breathing Space Yoga and Wellness Centre. We will compete for the customers who are located in the middle, although their draw from the west side of Robie Street will be minimal. Below is an outline of the current competition in the area.

Studio	Classes per day	Price per class	Path to market
Moksha	10	\$18	Hot yoga
Ashtanga	4	\$15	Ashtanga (healing and strengthening)
Therapeutic Approach	7	\$17	Multiple offerings (acupuncture, massage) Hatha-inspired yoga
Chakra, Slow Flow, Free lance	Varies	<\$10	Small rooms and churches
Breathing Space	TBD	14	Vinyasa, connection of mind, body, and spirit

The only major player in direct competition for the South End is Therapeutic Approach, who have what seems to be a very healthy business and a strong foothold in the community. See Appendix 2 for an example of their schedule, which will be taken into consideration when planning BSYS’ Halifax offering. With an average class size of 12 people, we estimate that this studio from yoga classes alone approaches annual revenue of approximately \$400,000.00

(Therapeutic Approach Yoga, 2013). The next section will include an in-depth look at the main competitors in the market as well as their strategic position in the market



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Moksha Yoga Studio: Currently a very popular studio with young women between the ages of 18 and 30, Moksha is very trendy and popular and has an almost cult-like following. They have a limited offering, running almost all of their classes at 104 degrees F, with the same sequence of poses each time. The classes focus on the physical aspect of the class – the increased heat allowing students to reach a deeper level of stretch than they would be able to normally. Although Moksha has managed to find great short-term success, based on their value proposition, they may see decreases over the next three to five years as students find deeper paths to yoga. For example, in researching this business, we have spoken to several Moksha students who have “out grown” this beginner level standardized flow or began to branch out and try different styles in order

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to deepen their practice. Currently, with a larger-than-average class size, higher revenue per class, and more classes per week, Moksha is forecasted to produce annual revenue of over \$900,000.00 per year with a gross margin of over 50%.

Ashtanga Shala Yoga Studio: Ashtanga Vinyasa yoga is an ancient form of yoga recently brought into the spotlight by Guru Sri K Pattabhi Jois. Sri K Pattabhi Jois believed that the sequence of postures (asana), breath, and bhandas (energy lock) control must be done in a very specific sequence in order to benefit the practitioner. Although this style of yoga is very popular, it is also exclusive and can be intimidating to new yogis; moreover, it is not accessible to certain market groups based on physical limitations. (Ashtanga Shala, 2013). With fewer classes and a smaller average class size than Moksha, combined with this studio's packages and personal instruction, their forecasted revenue is just under \$300,000.00 per year.

Freelance yoga: This is defined as certified or non-certified yoga instructors who are teaching classes in, for example, their basements or in church halls and community centres. Although this represents a significant portion of the market, it is very hard to measure. The quality of instruction and depth of practice varies from the extreme novice to the seasoned teacher and offers tremendous value. The normal revenue per student for these types of teachers is \$5 per class.

Where Will Breathing Space Yoga and Wellness Centre Compete?

Breathing Space will compete where product quality and environmental sustainability. Through its unique value proposition of helping people reconnect with their own inner strength and recognize the beauty that resides in all of us. Its various

partnerships and intermediaries Breathing Space will add value to peoples lives across a wide range: helping people strengthen Mind, Body and Spirit.

Factors of Differentiation

Breathing Space Yoga and Wellness Centre is uniquely positioned to maximize its ability to capture a competitive portion of the revenue. The centre is positioned with a unique Vinyasa-based offering, designed by the award-winning Jenny Keirstead. Further the centre offers a wider assortment of yoga-based retail products than any other studio in the city, complimentary clinical services, and the Zen Tea Café to complete the atmosphere.

In order for this business to continue to be viable in the long term, Breathing Space Yoga and Wellness Centre will need to differentiate itself from the competition in a meaningful and sustainable manner that continues to add value for consumers on an individual level. Currently, there are a number of yoga studios in the city offering different types of yoga, from the trendy hot yoga to the exclusive Ashtanga yoga, and each studio also offers a limited (and often sparse) selection of retail products. This section will explore the different ways that SFL will differentiate its offering in order to add a greater value for consumers that cannot easily be duplicated. This differentiation can be categorized under the following broad headings: yoga, other services, integration, and location.

		Relative Market Share	
		HIGH	LOW
Market Growth Rate	HIGH	★ Yoga Clinic?	
	LOW	🐮	Cafe 🐕

Growth Matrix

Yoga

The yoga offered at this studio is inclusive, meditative, and educational, which in and of itself is differentiated from that of most other studios in the city. For example as mentioned above its is our goal to add value to people’s lives by providing “spiritual, mental, and physical support in a way that allows our students live healthy and fulfilled lives by taking what they learn on their mat and applying it to their life.” To do this, all of our yoga classes will have both a theme and an intention that is evident throughout the class. For example, the theme may be “strength” and the intention may be defining what strength is, exploring your own definition of strength through your own physical practice, dispelling the negativity that we tend to apply to physical struggle, and then creating a “bridge” to help people see the value of that lesson in their lives. Breathing Space has programs for all demographics not offered by any other studio, including Sama (harmony in all aspects of life); yoga focused on people who are older or have limited mobility; a heated flow-style class that is very popular with the younger generation; family yoga; prenatal yoga; Mom and Baby yoga; Iyengar, Core yoga; Hatha, Vinyasa, and Ashtanga yoga; and Outsource Group yoga (this will be

explored in the marketing section of this paper).

Services

There are no other studios in the city that offer the level of complimentary services available at Breathing Space Yoga and Wellness Centre. As mentioned above, there are studios that have a limited retail offering, and some that have a room for massage or are collocated in a medical clinic. Breathing Space Yoga and Wellness Centre will have a relatively extensive retail offering (approximately over 10 times the average) and a tea café with a healthy food offering capable of offering a high-quality, light meal. In addition, the centre will offer a minimum of three different clinical services focused on strengthening and healing the body, massage, chiropractics, acupuncture, naturopathic medicine, and a nutritionist.

Café – The overall purpose of the café is to help create a sense of community where people linger and create relationships in the space, extending the energy created in the yoga studio. The atmosphere created in the café will draw in customers to the café experience, which will then funnel people through the yoga studio and clinical services. The total health concept will be further enhanced by the concentration of healthy food offerings found in the café.

Clinical Services – With the intention of providing people with all the tools they may need to live a physically and emotionally healthy life, clinical services will be added to the centre. The ideal clinical services required to expand on the strategy of providing a holistic approach to health are acupuncture, naturopathic medicine, massage, chiropractics, and nutrition consultation.

Integration

Perhaps one of the most significant points of differentiation is our ability to integrate the offerings into a value loop for consumers. All members of the yoga studio will receive 15% off all retail purchases, including clothing, the café, and yoga accessories. Further, all consumers who use the clinical offerings will be offered a 10% discount on a yoga package, which in turn completes the value loop.



Finally, the location has been chosen to strategically fit the largest yoga demographic as well as the largest growing segment in an area that is separated from the cluster of competition around the downtown core. The map below indicates the location of the studio represented by the arrow (north is up). The current largest yoga demographic has a high representation on the west side of Oxford Street, which is also the highest income area in the province. The studio is also across Coburg Street from Dalhousie University, the largest university in the city, which also represents a demographic that includes the age group with the highest growth in the current segmentation of yoga (detailed below).

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When you take into consideration the strategic position that Breathing Space Yoga and Wellness Centre has taken in reference to differentiation through yoga, other services, integration, and locations well as space restrictions this will deter existing competitors for the short and medium term. This will allow Breathing Space Yoga and Wellness Centre to capture market share and a loyal customer following before new entrants can duplicate the offering. Further although new entrants may be able to duplicate the systems and processes externally visible, the key strength of this organization will be its people and therefore harder to replicate.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Core offering is differentiated from all other studios in the city • Programs have been developed and perfected over 20 years by Jenny Kierstead • Four studios currently operating • Skinner Fitness has experience managing large and small businesses • Strong real-estate prospects • Competition is under marketed at this point, which leaves an opening for a strong competitor • Strong proposed marketing through differentiated offering and value added services • Over 200 yoga teachers certified by BSYS 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Corporate business structure is still in its infancy • Growth prospects and newness of corporate team may cause breakdown in communication • The Skinner Fitness Team is new to the yoga market • Poor parking at location • Cash flow may be low for the first year
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Emerging market with lots of potential – 26% forecasted growth • Early entrance with little competition • Location is ideally located for both high exposure to traffic and residential areas 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • The current market competition on Quinpool has been in business for 20 years and has a loyal following of yogis • Moksha seems to have the “trendy” market covered with “hot yoga” • Barriers to entry are low • Each competitor targets the same market

SWOT

Table 1: SWOT Analysis for Skinner Fitness entering the Halifax Yoga Market

From the SWOT, we can see that Breathing Space’s best path to market is leveraged on the strength of the existing and ongoing development programs designed by Jenny Keirstead, its multi-service offering from the beginning in a very visible manner, and the continuous development of our cadre of instructors to maintain consistency of the message in a well-established market.

Marketing

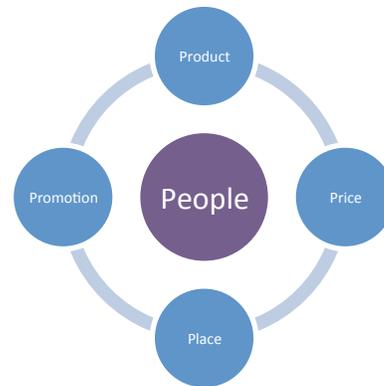


Figure 6 – 4Ps of Marketing Revised

Historically, marketers focussed on the “four Ps” of marketing to bring their goods and services to the consumer. While this is a valid approach, it represents the seller’s view of the transaction and requires a representation of the consumer in the relationship. The diagram above represents the idea that marketing is about bringing value to the consumer time and time again on an individual basis, and therefore should be central in each aspect of the marketing strategy. In this section, we will look at each one of these marketing cornerstones as it applies to the overarching strategy: **to provide the consumer with evolving and increasing value through each exchange using specialized intermediaries in a stakeholder-centric business.**

Consumer Relationship Strategy

The American Marketing association defines marketing as “an organizational function and set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.” Although yoga and wellness are growth industries, long-term profitability can only be ensured through product and service differentiation as well as and deep and evolving customer relationships. The basis of this venture is built on two main underlying themes: intermediation and stakeholder theory. This section will first describe the strategic position Breathing Space Yoga and Wellness Centre will take with regards to intermediation and stakeholder theory and will then provide an overview of the services that will be offered and customer relationship initiatives that will be taken in order to reach these strategic initiatives to maximize stakeholder value and profitability in a sustainable manner.

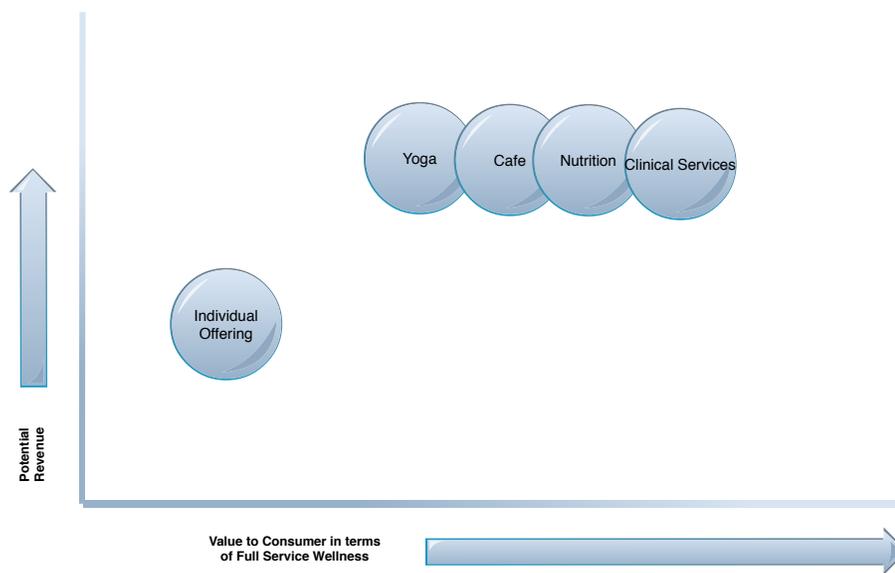
Intermediation

Intermediaries, if used correctly, allow businesses to offer a higher value to consumers while minimizing costs associated with labor and overhead. The idea of using intermediaries came from experience gained in the retail food industry where external vendors offered a high-quality food product. In many of these cases, these products were able to achieve the highest profit run return rates in the store. The use of intermediaries will allow a depth of expertise across a variety of offerings. In each service offering, SFL

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will use intermediaries to provide an enhanced level of quality to the consumer – for example, regarding yoga, core offering, the award-winning Breathing Space Yoga Studio founder Jenny Keirstead has designed the programs. Further, the food offerings in the café will be provided by outside vendors with expertise in preparing healthy, high-quality offerings. Finally, one of the keys to the long-term success of this project will be the ability to innovate across all offerings by partnering with intermediaries directly. Through the entire innovation process, this will allow SFL to tap into the growing trend of service intermediaries that are playing increasingly key roles in the innovation process as whole (Howells, 1999).

The next foundational block of this business brings to the surface a debate that has been raging for decades and in some ways stands in the face of classic capitalism. Taking into account our extensive use of intermediaries, we can build a stakeholder centric-business using what some call “stakeholder theory” in order to maximize the utility of everyone who touches the business.



Stakeholder-Centric

The decision to enter this business (financial implications aside) stems from a desire to help people find more fulfillment in their lives and make a positive impact on the world. It stands to reason, then, that the same model with which we are attempting to improve the lives of consumers should be applied to all of the various stakeholders across the business. William Smith describes a strategic stakeholder approach by first understanding yourself and what you stand for as a person and an organization and that you have an effect on others and they you, which means that in order to understand the repercussions of action, one also needs to understand the values of the individual stakeholders. The final key, which is relevant in building any viable stakeholder-centric strategy, is to understand the different levels that the relationships operate on: Rational or; organization as a whole; the Process, or standard operating procedures; and the transactional, or day to day bargaining” (Smith, 2009, p. 56). For example, the model for the clinic rooms has been designed to allow young entrepreneurs a relatively risk-free way to own their own business as part of a community of offerings, increasing the overall value above what each offering would create on its own. Further, the model is designed so that profitability is balanced between the centre and the entrepreneur, taking into consideration risk and return for each contributor.

Yoga

The product we are offering is a way to strengthen the body and reconnect the body to the mind and spirit. This is accomplished in this case through the practices of yoga and meditation. Below is a high-level explanation of the yoga offering based on the Breathing Space franchised standards, which will be incorporated into this business model.

Product

Classes

Breathing Space Yoga Studio offer a variety of classes as outlined below. Each is based on one of three styles of yoga: Ashtanga, Vinyasa Flow, or hot yoga.

Intro/Level 1

This beginner-level class consists of a series of steady progressions with a focus on proper alignment. It is appropriate for those with little yoga experience or those who have completed an introductory course. It is also a great entry point for those with injuries or special conditions.

Vinyasa Flow

Students taking this class experience the joy of movement through fluid energizing postures with guidance on regulating the breath. This level 1 class strengthens and de-stresses the body while drawing the mind into a state of clarity and inner calm.

Power Vinyasa Flow

Using mild heat and postures that massage internal organs, this class stimulates the natural cleansing abilities of the body. This specific selection of postures encourages the elimination of metabolic waste that accumulates through one's diet, the air, toxic thoughts and even exercise – adding stress to the entire system.

Power Hour

This one-hour class is designed for people who want to squeeze in a workout on their lunch break. It is an all-level, flow-style class.

Awaken to the Flow

This early morning class is the perfect way to bring balance and clarity into one's day.

This powerful and energizing class will focus on Asana to align the breath, body, and mind and help to invigorate participants for the rest of the day.

Relax and Renew

A class with a gentle approach to yoga, this allows participants time to drink in the nectar of each pose by moving slowly and mindfully. It is designed to deeply relax the body, relieve stress, and inspire a renewed sense of calm and well-being. It is perfect for the older population, bodies of all sizes, and those with special conditions. Meditation and Pranayama (breathing techniques) are often included.

Ashtanga-Influenced

Ashtanga yoga is based on the teachings of Sri K Pattabhi Jois. This vigorous and aerobic style of yoga teaches proper breath, Bandhas (muscular locks), and Asana (postures). Students become familiar with sun salutations, the traditional standing sequence, and the first seated postures of the primary series. For those with extreme muscular tension or injury concerns, modifications are offered.

Yin Yoga

A restorative form of yoga that targets the connective tissues of the hips, pelvis, and spine, this class is focused on slower breathing. As such, it encourages longer held postures followed by deep relaxation and meditation. It encourages participants to slow down and explore the depths of their personal practice and is ideal for those who struggle with high levels of stress or stress-related disorders.

Core Yoga

This unique class focuses on cultivating core strength (lower back and deep abdominal muscles). As the core is strengthened, joints are stabilized and become stronger all over.

This class begins with traditional yoga postures to gain awareness of core muscles and culminates in a challenging peak posture that requires the strength gained from the abdominal training.

50+/Seniors Yoga & 55 & Alive!

This class is designed for seniors to help them restore and rejuvenate by increasing vitality, strength, and flexibility while developing a more balanced attitude. Regardless of one's age and physical condition, anyone can experience the many benefits of yoga and live life to the fullest. Special consideration is given to limited mobility and joint problems.

Family Yoga

This class is specifically structured for families who choose to come together for an energetic one-hour class. This all-levels, light-hearted class is designed to promote active living and family connection for all ages.

The Awaken the Extraordinary Workshop Series:

Under *The Breathing Space Series*, this unique series of, workshops, retreats, seminars, lectures, and special events are delivered throughout the year. The workshop series is designed to set the studio apart from other studios that offer only regular classes and set the studio up as the centre for yogic learning in Halifax. The series will be built in three pillars: mind, body, and spirit, and each month the workshop will be based on a different pillar, allowing students to grow in all aspects of their lives (see Appendix 3).

Breathing Space Teacher Training Program:

The Breathing Space Yoga Teacher Training program is an intensive 200-hour program designed to provide participants with a world-class level of training. Delivered over a period of nine weekends, the program is based on a carefully designed blend of hands-on training and home study. (see appendix 10)

While the curriculum and approach are strongly rooted in the physical and have a focus on Vinyasa (flow), the predominant orientation is directed towards encouraging participants to live from the guidance of their higher selves while honoring their relationship with the natural world. Through discussion of the history of yoga, a plethora of lineages of the tradition are addressed – from Ashtanga and Anusara to Tantra.

An important feature of the program is the mentorship component. Upon registration, participants are assigned a mentor who is a graduate of the Breathing Space Yoga Teacher Training program. This mentor is a valuable resource and is available to participants for monthly check-ins and ongoing support.

Retail

The strategic direction from a retail standpoint will be to offer a variety of products to augment the yoga experience within the studio. Volume dependent, we will carry three of each item (in various sizes listed below):

1. Cork Blocks
2. Straps
3. Mats
4. Bolsters

5. Full length pants
6. Short pants
7. Long sleeve shirts (two types)
8. Short sleeve shirts (two types)
9. Toed socks
10. Branded shirts
11. Branded travel cups (a green way of taking tea to go)
12. Ayurvedic oils
13. Ayurvedic candles
14. Ayurvedic sprays
15. Ayurvedic teas (also available for consumption onsite)

Food

Consistent with our strategy of using intermediation to increase the value for consumers through a high-quality offering and our goal of adding services to continue to enhance the full-service wellness offering, Breathing Space Yoga and Wellness Centre will outsource the production and packaging of its food offering. The overall goal is to provide people with a healthy, accessible, gourmet offering. In order to maintain the highest quality food offering, we will strive for five turns per week across our three main categories of food: sandwich, salad, and soup. Below is an example of the varieties we will rotate through in our various offerings; at any given time, we will carry six varieties of salad, six varieties of sandwich, and two varieties of soup. In order to continue to add greater value to the consumer the food production will be outsourced to a local chef, with the intention of

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providing healthy foodie type products. Further in order to continue to build brand all of the products will be branded with the “Zen” logo.

Soup

- Carrot Lentil
- Tomato Basil
- Curried Carrot
- Carrot Ginger
- Wild Mushroom
- Minestrone
- Maple Butternut Squash
- Cream of Asparagus (seasonal)



Salad

- Pan-seared Orange Chili Chicken with Rocket & Quinoa
- Chipotle Salmon Salad with Cashews, Crispy Wontons, and Citrus Vinaigrette
- Roasted Beet Salad with Chevre & Maple Vinaigrette
- Spring Green Salad with Blueberries and White Balsamic
- Greek Salad with Romaine
- Local Feta & Oregano Lemon Vinaigrette
- Spinach Salad with Egg, with Cheddar,
- Red Onion & Orange Poppyseed
- Caesar Salad with Buttermilk Dressing
- Whole Wheat Fusili with Pesto

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- Sundried Tomatoes & Parmesan
- Southwest Bean
- Quinoa Salad with Edamame
- Summer Gazpacho

Sandwiches

- Marinated Flank Steak on Focaccia with Tomato Jam & Rocket
- Nova Scotia Lobster BLT on Croissant with Citrus Aioli
- Cranberry & Apricot Salad on Multigrain Wrap
- Smoked Ham with Aged Cheddar on Multigrain
- Gourmet Grilled Cheese on Flatbread with Tomato Jam
- Tuna Salad with Apples & Lemon on Multigrain
- Egg Salad with Horseradish & Arugula on Croissant

External Services

Nutrition Services

Consistent with our strategy of intermediation, our nutrition services will be built by an external contractor and offered as a stand-alone or integral service built into other offerings. For example, we will offer a “Fuel and Flow” package, which combines a yoga membership with nutritional services. It will also be offered on a group as well as an individual basis and tailored to the consumers’ individual needs.

Clinical Services

Similar to the SFL nutrition offering, clinical services will be offered from independent business owners who will occupy space within the complex in a mutually beneficial relationship to both the entrepreneur and Breathing Space Yoga and Wellness Centre. For example, our current model also allows each service provider to rent a clinic room at a cost to them of 25% of gross revenue, with the percentage decreasing at certain thresholds. This allows perspective partners to come with very little upfront cost, therefore reducing risk. This fee includes the space, marketing, use of POS, common areas, and shared reception. This part of the model remains consistent with our goal of creating a shareholder-centric model based on SFL taking a percentage of revenue and taking responsibility for external marketing. It is in our best interest to grow their businesses, therefore maximizing the stakeholders' value.

Price

At this time, the current BSYS pricing structure is slightly below the market average. It is our intention *not* to make price part of our key marketing initiatives, and we will over time lobby with the franchisor to become more in line with the average. Over time, we will offer very shallow discounts with relation to packages and will instead focus on increasing the value of the offering itself (see Appendix 4).

A key part of our growth strategy will be as follows:

- **Implementation of pre-authorized payments for packages:** This will reduce what is currently a barrier to increased customer spending.

- **Multiservice loyalty program:** In its current format, this program offers a savings of 15% on all retail and tea café purchases for individuals who have current yoga memberships. In this way, the program will add value across all services and continue to add value in a way that cannot be duplicated by stand-alone yoga studios. *Note:* without the discount, all other services will be priced at 100% of the market.

Place

Location is a major component of the success of most businesses, therefore a very strategic approach has been taken regarding site selection for the studio. Before looking at any site, we outlined a number of criteria that the ideal site should have, and from there we weighed each site based on its performance when measured against these metrics. The real estate prerequisites are outlined below.

1. **Location demographic:** This was based on the cost to the consumer involved as well as on the main demographic of people who are currently doing yoga. The area needed to be bordering on or in a residential area with an above-average income and therefore an above-average composition of parents who stay at home while the other works.

2. **Ingress and egress:** Given the fiscal nature of the North American consumer, we needed to make sure there were no physical barriers that would deter consumers.
3. **Street access:** The space needed to be on street level either on the ground floor of a building or in a standalone structure.
4. **Parking:** Although given the location of the studio on the Halifax Peninsula we knew parking would be an issue, and it has also been a main point of consumer feedback we have received so far, which meant we needed to mitigate this problem as best we could.
5. **Marketability:** The site needed to be visible as well as accessible in order to allow large amounts of potential clients to view the space.
6. **Location of competition:** Our goal was to be “off downtown,” which we defined as being far enough from the downtown core so as not to compete head-to-head for our core customers but close enough to downtown to give consumers choice as well as to market to the business district.
7. **Size:** Based on our projected long-term class size as well as our other offerings, cross-referenced with profitability, we needed a space between 3,000 and 4,000 square feet, with a large open space and natural light between 1,300 and 1,500 square feet.

Taking the above decision points into account, after months of searching, a space was found that fit all of the above criteria. Located on the corner of Coburg and Oxford Street, SFL has signed an agreement to lease the bottom floor of a newly renovated professional centre. The 3,500-square-foot space, located on a busy intersection beside Halifax’s largest university and in the centre of the highest income neighborhood in the city, has

approximately 10 free parking spots on the street as well as 40 metered parking spots.

The mix of brick and glass provides an excellent opportunity to promote the space to the busy neighborhood through window and exterior wall signage and marketing (see Appendix 5).

Promotion

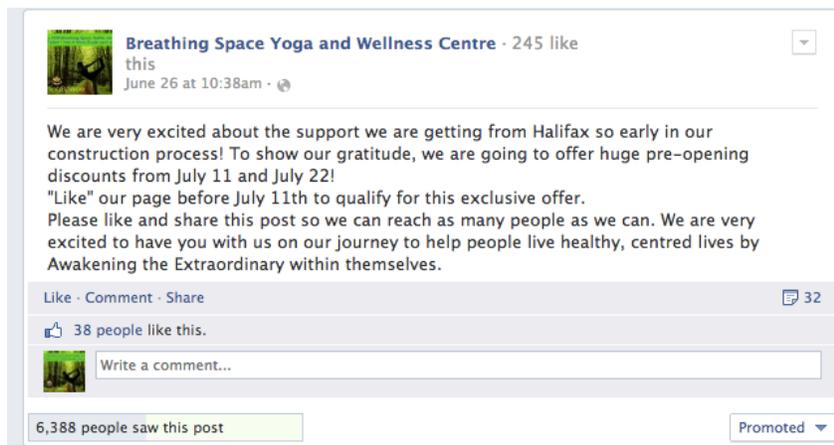
Promotion will be key to communicating our vision and value offering to the Halifax community. From the opening stage, we will focus on communicating the value of yoga through a Breathing Space spectrum: the connection of mind, body, and breath to allow people to find their centre and see the world through clearer eyes. Our strategy in doing this is to offer value to people of all ages and backgrounds based on their needs, connect and give back to the community, and create an environmentally sustainable business. The key to ensuring that consumers receive the right message about our products and services will be to take a strategic and well-rounded approach to promotional activities and align them with our vision and stakeholder strategies.

Advertising: Our advertising will take place over a variety of mediums at different points of execution, including signage on sight, strategically placed sandwich boards, a grassroots marketing program, Internet marketing, and radio.

The Internet is a large and valuable tool that can be used to drive both awareness and excitement about our products and services. *For the first time in history businesses can connect with millions of people over night.* “In fact there are some that believe that the mass integration of social media into all aspects of our lives is creating a global consciousness that will allow people to connect and move in uniform direction” (Skinner,

2013). Measurement of social initiatives can be measured in ways such as views, clicks, likes, and reviews. It will be important to measure all of the metrics together with ROI in order to get an accurate representation of customer health, which incorporates all of these things to together (Skinner, 2013).

Consider Facebook: Our goal is to have 1,000 people following our studio Facebook page before the grand opening, and therefore a number of promotional activities have been designed to accomplish this. The promotion below was designed using the theories of scarcity as well as exclusivity to drive awareness and revenue pre-opening.



With all of the different social media platforms available it will be important to strategically choose and manage the platforms that will best help communicate our value proposition. In order to continue to maximize on the size and penetration of the Internet into people's lives, we will also create a series of YouTube videos exploring and showcasing our offerings as well as employ consistent and strategic use of Twitter and Google Ad Words.

While the Internet touches people's lives in a very frequent and intimate way, grassroots marketing cannot be overlooked as an essential part of establishing and growing any small business. In this paper, we define grassroots marketing as face-to-face marketing targeted at specific segments in order to promote awareness and excitement. SFL has taken a strategic approach to grassroots marketing beginning with our core offering of yoga and eventually spreading to our other offerings. In accordance with the segmentation noted above, SFL has developed a rack card program that is targeted at specific segments, for example, kids, athletes, expecting mothers, and the 50-years-plus generation. The rack cards were developed in order to remain focused on the core message of the brand while targeting a specific segment on the front of the card and still allowing potential customers to view the full offering on the back side of the card (see Appendix 6). These rack cards will be hand-delivered to businesses around the city and are designed to target the same markets as the specific cards in a complementary manner by a team of volunteers (which also minimizes cost). For example, the "Kids yoga" rack cards will be delivered to all of the toy stores, children's book stores, elementary schools, and daycares on the Halifax Peninsula. The following section will briefly highlight other areas that Breathing Space Yoga and Wellness Centre will use to continuously communicate the value it will offer to consumers.

1. **Personal selling:** There are a number of initiatives currently in the design process that fall into the personal selling categories. For example, an offer is being designed to provide a high-value offering to the 11,000 DND personnel living in

the city, which would ideally be subsidized by the government. Further, we are creating an energy exchange program where, for free classes, yogis will deliver focused marketing material to different organizations (doctors' offices, hospitals, Lulu Lemon, etc).

2. **Publicity:** We will use publicity to help drive consumer engagement around key events. For example, the media will be contacted three weeks before the grand opening.
3. **Sales promotions:** SFL will use sales promotions at specific points to build volume, loyalty, and consumer engagement. Take the promotion example above; this promotion represents a volume-building strategy at a time when overhead costs are minimized due to lease agreements.

As mentioned above, our promotions will be integral in communicating our vision and strategies to the public. For example, in reference to yoga for runners, we will create a mutually beneficial relationship with Team in Training Halifax in order to both create a constant stream of athletes into the program as well as market our position as a caring corporate citizen. More examples of our promotions can be found in Appendix 7. Finally in order to enter the market in an efficient and organized manner

People

Taking a stakeholder-centric view of people, we need to look at people from both the consumers' perspective as well as from a staff internal marketing perspective.

With the goal attempting to strengthen our relationship with the consumer through consistent feedback loops, an incentive on their next package will be given to yoga

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members to complete a feedback survey on their experience. It should be noted here that surveys hold the dual purpose of ensuring at all times that our yoga instructors are teaching their classes in line with our vision. Secondly this creates a continuous feedback communication loop with the consumer which will allow Breathing Space Yoga and Wellness Centre to continue to adapt to the needs of its clients as the years go by. An example of some of the questions on the survey is located below. Further, we will work to strengthen the consumer relationship through a diligent use of social media like Facebook and Twitter.

Satisfaction (5 = highly satisfied, 1= not satisfied)

- 1 Was it easy to find our schedule ?
- 2 Were you greeted in a prompt and friendly manner ?
- 3 Was the staff sensitive to your needs ?
- 4 Was your waiting time reasonable ?
- 5 Were your service options explained well ?
- 6 How would you rate the cleanliness of our facility ?
- 7 How would you rate your service provider ?
- 8 How would you rate your overall experience ?
- 9 My yoga teacher(s) or clinical practitioner is/are knowledgeable ?
- 10 My yoga teacher finds a way to bring what I learn on my mat apply it to my life ?
- 11 The atmosphere in the space is warm and inviting ?

Yes or No Questions

- 12 Would you return to our facility in the future ?
- 13 Would you refer a friend to us ?

Private Comments

What day and times would you like to see more classes offered?

Internally, marketing to our own people will be vital to accurately communicating to our consumers. To achieve this, we will focus our efforts on creating a culture that lives and breathes our vision on a daily basis, and we will build incentive programs that are both equally lucrative and positioned in a way that drives the behaviors that will help the business succeed. Finally, through the implementation of a paid bi-weekly session, which

will involve group yoga practice, business updates, and an open forum, we can, as a team, ensure the business is staying true to our goals.

In general, a large part of the execution of any plan is to have the right people on our team, in the right role, and with a high level of both talent and engagement. In order to achieve this from the very beginning, we will be very clear on the vision, and what it will require to get us there. All staff will be hired on an equal and part-time basis with the intention of growing each individual with respect to their passion and their strengths. For example, some may have strengths in social community and building cohesive groups, some in marketing, some in process management, etc.

Marketing Strategy

Marketing in our context is the creation and communication of value to customers; our strategy is to continuously and consistently create and communicate the SFL vision to customers at every interaction. More specifically, our goal is to communicate in such a manner that when people in Halifax think of yoga, they think of BSYS. The main points of communication are: *the instructors, the practice, promotions, partnerships, and viral communication.*

Instructors and Practice

Possibly the most important part of this strategy is the consistency with which our instructors deliver and communicate the value of Breathing Space. We will ensure this in three main ways:

1. Pre-opening training with Jenny.
2. Bi-weekly Breathing Space Halifax flow and talk sessions. The idea behind this is that twice a month we will practice yoga together in order to **build our team connection and bond**. Following the practice, we will have a 30-minute meeting to celebrate the wins of the period and communicate to enhance the offering going forward.
3. Finally, either through corporate discount or franchise funding, we will help our instructors continuously improve their practice by giving them the opportunity to attend workshops offered at our studio for free.

Promotions

From an external marketing standpoint we will make sure we use our marketing budget every month to ensure we are reaching the customer in new and creative ways that communicate our value. Each offering will be strategically marketed to hit target groups according to budget, time, and staff constraints (see Appendix 6), including sandwich boards, radio, large mobile signage, flyers, Facebook, etc. Further, as noted in the sample programs (see Appendix 3), each marketing initiative we undertake will be created in a way so as to give value to our consumers with regards to our vision and create value for the community and the planet. Promotional activities will be value-based in order to drive people from each of the individual offerings into the other offerings. For example, all

yoga students will receive 10% off clinical services and vice versa; this will ensure flow through from each offering into each other offering.

Viral Media

As mentioned above, the Internet has the potential to reach mass amounts of people, even in specific target markets, very quickly.

On a high level, an effective social media strategy can be broken down into three stages:

1. **Listen:** This involves being present on many different media platforms and being present in conversation with current and perspective customers.
2. **Engage:** At this stage, we will need to begin to communicate with consumers in an open and honest manner. The relationship must be built with transparency in order to build relationships and adapt to the needs of consumers to meet changing needs and continue to add value on an individual basis.
3. **Optimize:** This stage occurs when firms build the infrastructure required to listen and engage with customers at various levels, integrate the information, and use it to both move the company strategically and anticipate consumer needs (Accenture, 2011).

Viral communication will be a key aspect of our marketing strategy. We will set a goal of monthly YouTube additions, one blog per week, and two Facebook posts per day as well

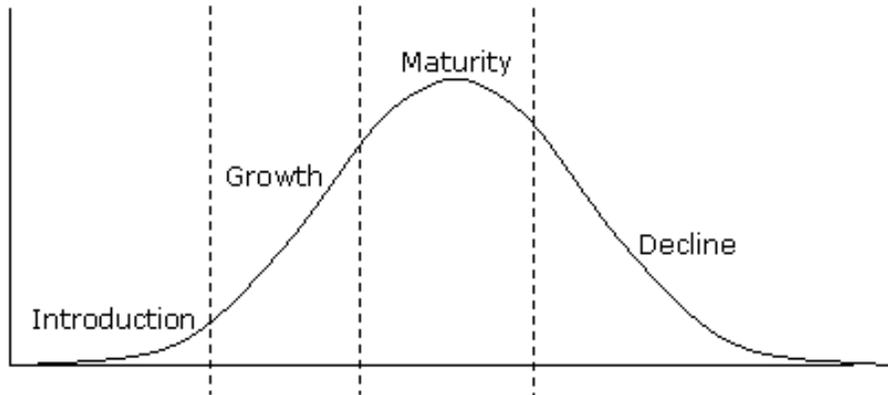
as six tweets per day in a way that gives consumers a taste of our vision and offering to convince them to come to us to receive more. In viral communication, the frequency of posts is a key part of keeping consumer interest.

Product Lifecycle

Yoga has been around for over 2,000 years and for most of its existence was only accessible to men in that women were not permitted to practice, which is interesting given the current market mix of women. In determining the stage in its product life cycle, it is important to reflect on the lifespan of yoga as well as on the current macro trends with respect to religion and spirituality.

In general, yoga is a way to strengthen the body so that a person may connect with their own centre as well as the greater world around them. As mentioned above, North America is currently seeing a trend in which people are moving away from organized religion. People are, however, spiritual by nature and therefore will look for a soft way to connect to their spiritual side. If yoga can be this option for people, then regardless of the fact that it has been around for 2,000 years, it may still be in the growth portion of the cycle.

Product (Industry) Life Cycle stages



Financial & Marketing Goals

Figure 7 below shows the total sales expected for the first five years. This is based on year one: 2013 being one-third of a full year; a 20% increase is projected for year two to take into account the increased use of the service transitioning from innovator clientele to early adopters. Based on the market, population, and trends and possibility for multiservice penetration, these forecasts are modest and, based on our research, very achievable. For a detail explanation of year one refer to Year One Cash Flow (see appendix 8), as well as sensitivity analysis (appendix 9)

Figure 7: Annual Sales Revenue Breakdown

	Based on Opening Sept 1	2013	2014	2015	2016	2017
Sales from Yoga		50,000.00	180,000.00	216,000.00	259,200.00	311,040.00
Sales from Retail		10,000.00	36,000.00	43,200.00	51,840.00	62,208.00
Sales from Café		6,000.00	21,600.00	25,920.00	31,104.00	37,324.80
Sales from External Services		12,000.00	43,200.00	48,000.00	48,000.00	48,000.00
Total Sales		78,000.00	280,800.00	333,120.00	390,144.00	458,572.80
	VARIABLE COST	22,400.00	80,640.00	96,768.00	116,121.60	139,345.92
	rent	27,000.00	84,000.00	84,000.00	84,000.00	84,000.00
Operating MARGIN		28,600.00	116,160.00	152,352.00	190,022.40	235,226.88
marketing expense		4,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Breathing Space Royalty		4,151.25	18,990.00	25,470.00	33,246.00	42,577.20
Less investment over 5 years		16,000.00	16,000.00	16,000.00	16,000.00	16,000.00
PRE-TAX CONTRIBUTION		4,448.75	76,170.00	105,882.00	135,776.40	171,649.68
TAX @ 15%		667.31	11,425.50	15,882.30	20,366.46	25,747.45
NET CONTRIBUTION		\$3,781.44	\$64,744.50	\$89,999.70	\$115,409.94	\$145,902.23

Start Up Cost Breakdown

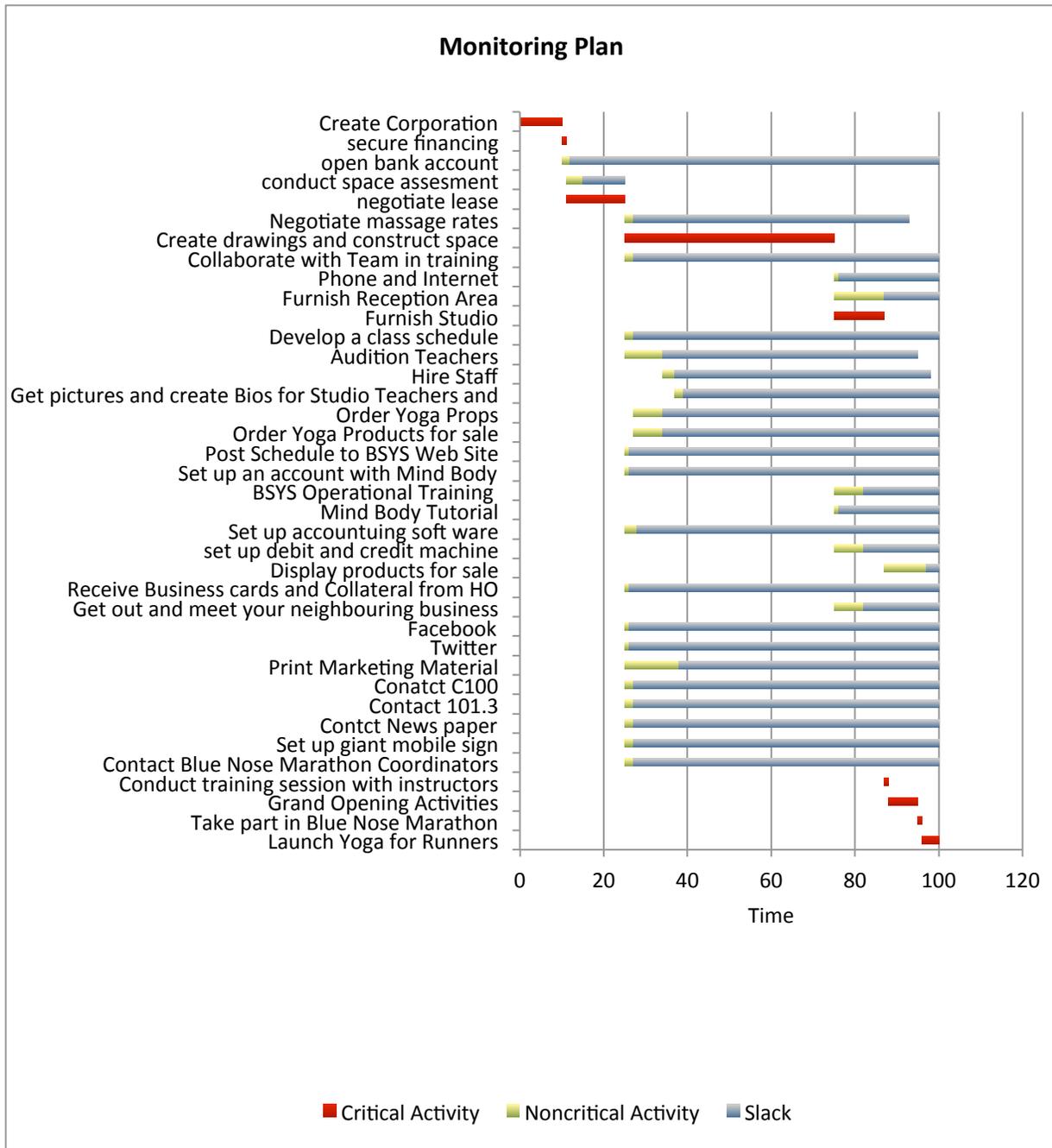
Initial investment**	
Legal	\$2,500.00
Consultant fee	16500.00
Construction	
Floors (1500sqft)	\$10,000.00
All other	\$250,000.00
Retail equipment set up	\$10,000.00
Retail merchandise start up	\$18,000.00
Grand opening marketing promo	\$2,000.00
First two months rent	<u>\$15,666.66</u>
Total Start up costs	<u>324666.66</u>

** this estimate is spread over 5 years in the forecast above

Monitoring Plan

The execution of this program is vital. Below is a breakdown of key tasks, the time frame, and the nature of urgent the tasks that need to be completed in order to accomplish our goals. This will be used in conjunction with an electronic calendar to help us meet our financial targets.

Figure 8: Monitoring Plan



Conclusion

We mentioned at the beginning that our goal was to change the segmentation of yoga; we believe through our research that what we are offering has value for everyone. **At the root of it, our goal is to help people** reconnect with their own inner strength and recognize the beauty that resides in all of us. We have found a way to make a business out of it.

With respect to the above research, forecasting, trends, and markets, we feel that the possibility is achievable for a net income for Breathing Space Halifax of \$150,000.00 after tax per year generated through yoga classes and seminars, retail, and external services. With this forecast, the time for payback to the corporation of the initial investment is 2.5 years.

Appendixes

Appendix 1

Age characteristics	Halifax, RGM			Halifax, CTY		
	Total	Male	Female	Total	Male	Female
Total population by age groups	390,090	188,585	201,505	390,330	188,700	201,625
0 to 4 years	19,965	10,265	9,705	19,965	10,265	9,705
5 to 9 years	19,155	9,780	9,380	19,160	9,780	9,380
10 to 14 years	20,485	10,520	9,965	20,490	10,525	9,970
15 to 19 years	23,870	12,045	11,825	23,890	12,050	11,835
15 years	4,490	2,205	2,280	4,495	2,210	2,285
16 years	4,490	2,290	2,205	4,490	2,285	2,200
17 years	4,535	2,325	2,210	4,535	2,325	2,210
18 years	4,940	2,555	2,385	4,950	2,555	2,390
19 years	5,415	2,670	2,745	5,420	2,675	2,745
20 to 24 years	31,230	15,630	15,600	31,245	15,640	15,610

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Age characteristics	Halifax, RGM			Halifax, CTY		
	Total	Male	Female	Total	Male	Female
25 to 29 years	28,400	13,985	14,415	28,410	13,990	14,420
30 to 34 years	25,925	12,485	13,440	25,930	12,490	13,440
35 to 39 years	26,490	12,745	13,745	26,500	12,750	13,750
40 to 44 years	27,810	13,260	14,550	27,835	13,270	14,565
45 to 49 years	33,100	16,170	16,925	33,120	16,185	16,935
50 to 54 years	31,555	15,265	16,290	31,565	15,270	16,295
55 to 59 years	27,185	12,875	14,310	27,195	12,880	14,315
60 to 64 years	23,895	11,425	12,470	23,920	11,435	12,485
65 to 69 years	16,785	8,025	8,760	16,815	8,040	8,775
70 to 74 years	11,840	5,470	6,370	11,860	5,480	6,380
75 to 79 years	9,125	4,050	5,070	9,145	4,055	5,085
80 to 84 years	6,620	2,620	4,005	6,635	2,625	4,005
85 years and over	6,650	1,980	4,675	6,655	1,980	4,675

Skinner Fitness Limited: Breathing Space Yoga and Wellness Centre

Age characteristics	Halifax, RGM			Halifax, CTY		
	Total	Male	Female	Total	Male	Female
Median age of the population	39.9	38.8	40.9	39.9	38.8	40.9
% of the population aged 15 and over	84.7	83.8	85.6	84.7	83.8	85.6

Appendix 2

3/6/2014

Schedule (Listing)

Schedule for March 2, 2014 - March 8, 2014

Sun March 2, 2014	Class	Trainer
6:00 PM - 7:15 PM	Hatha Basics	Helen Fong
7:30 PM - 8:45 PM	Yin Yoga	Helen Fong
Mon March 3, 2014	Class	Trainer
9:30 AM - 10:45 AM	Hatha Basics	Maxine Jeffrey
11:00 AM - 12:00 PM	Yin Yoga	Helen Fong
12:30 PM - 1:30 PM	Double Power Hour	Leslie Hunter
5:30 PM - 6:30 PM	Hatha Vinyasa	Tomomi Kojima
7:00 PM - 8:15 PM	Hatha Basics	Helen Fong
8:30 PM - 9:30 PM	Hatha Basics	Cleo Burke
Tue March 4, 2014	Class	Trainer
9:30 AM - 10:30 AM	Gentle	Maureen Nowlan
11:00 AM - 12:00 PM	Power Hour	Jolene D'Entremont
12:30 PM - 1:30 PM	Hatha Basics	Maxine Jeffrey
1:45 PM - 2:45 PM	Moms & Babes	Jolene D'Entremont
5:30 PM - 6:45 PM	Hatha Basics	Sara Lamb
7:00 PM - 8:00 PM	Power basics	Tomomi Kojima
Wed March 5, 2014	Class	Trainer
9:30 AM - 10:45 AM	Hatha Vinyasa	Maxine Jeffrey
11:00 AM - 12:00 PM	Gentle	Maxine Jeffrey (sub)
12:30 PM - 1:30 PM	Hatha Basics	Maxine Jeffrey
5:30 PM - 6:30 PM	Advanced Power	Leslie Hunter
7:00 PM - 8:15 PM	Hatha Basics	Hillary Nette
8:30 PM - 9:45 PM	Yin Yoga	Helen Fong
Thu March 6, 2014	Class	Trainer
9:30 AM - 10:45 AM	Hatha Basics	Maxine Jeffrey
12:30 PM - 1:30 PM	Hatha Vinyasa	Maxine Jeffrey
1:45 PM - 2:45 PM	Gentle	Sandy Lund (sub)
5:30 PM - 6:30 PM	Wild Card Class	Tomomi Kojima
7:00 PM - 8:00 PM	Hatha Vinyasa	Claire Leger
8:30 PM - 9:30 PM	Zumba Fitness Class	Amy Marshall
Fri March 7, 2014	Class	Trainer
9:00 AM - 9:30 AM	Mindfulness Meditation	Class Cancelled (sub)
9:30 AM - 10:45 AM	Hatha Vinyasa	Leslie Hunter (sub)
11:00 AM - 12:00 PM	Hatha Basics	Maxine Jeffrey
12:30 PM - 1:30 PM	Double Power Hour	Tomomi Kojima
5:30 PM - 6:45 PM	Hatha Vinyasa	Hillary Nette
7:15 PM - 8:15 PM	Yoga Nidra	Sandy Lund
Sat March 8, 2014	Class	Trainer

<https://www.healcode.com/widgets/schedules/print/5424209561#Thu>

1/2

(Thereputic Approach Yoga, 2013)

Appendix 3



Awaken The Extraordinary Workshop Series

Three pillars of body, mind, & soul are nourished by seasonal workshops within our Awaken the Extraordinary Series. Each workshop emphasizes one of the pillars to create an accumulative cleansing effect. Imagine a community of people gathered in a space to share, grow, connect and awaken the extraordinary. The yogi will probe deeper into their personal truth while engaging with others in a meaningful way. Each workshop is 4-5 hours in length and includes a community meal. Ask us about renting the wellness center for your workshop or private event.

BODY
MIND
SOUL

Winter workshops to nourish your body, mind & soul

Mind ॐ **New Year Yoga Visioning Retreat**
With Jenny Kierstead and Blair Abbass
Saturday Dec. 28 , 9-4pm Cost: \$125.00
 Become laser focused on designing your best life possible by giving yourself a full day to cast your intentions for 2014.

Soul ॐ **Open Heart**
With Jont Troubadour and Christy Nickerson
Friday Feb 14 5-9:30pm
 A Valentine's event for all beings to explore our connection to the divine. \$60/person or \$99/couple+tax includes events and supper.

Body ॐ **Holistic Spring Cleansing**
With Anke Kungl and Roberto Guelli
Saturday March 8, 3-8pm
 Explore detoxification support with food, herbs, breath & movement. \$60+tax includes workshop and supper.








Spring workshops to rejuvenate your body, mind & soul

Soul ॐ **Deep Relaxation Yoga**
With Kerry Lawson and Kabir Raj Rana
Sunday April 13, 1-5:30pm
 Deeply relax your full being with gentle yoga techniques. \$60+tax includes workshop and supper.

Mind ॐ **Open Mind, Open Heart**
With Caitlin Frost
Monday May 12, 5-9pm
 An evening in The Work of Byron Katie "Yoga for your mind". \$60+tax includes workshop and supper.

Body ॐ **Yoga for Athletes**
With Kaitlyn Skinner and Laura Shearer
Saturday June 21, Time TBA
 Increase your performance with healthy diet, core strength, flexibility, balance and mental focus. \$60+tax includes workshop and supper.







To register contact Halifax Breathing Space Yoga and Wellness Studio 446 YOGA (9642) or email Halifax@BreathingSpaceYogaStudio.ca. Receive a 10% discount with early registration one month prior to each workshop date and an additional 10% if you hold a Halifax Breathing Space membership. Upon registration a \$5 credit is granted towards additional workshops or yoga memberships.

Stay tuned for summer and fall seasonal workshops.

Appendix 4

OFFERING	LENGTH	FEE/STUDENT*
<i>Singles Classes</i>		
First Single Class Drop-In	1.25 hour session	\$10
Additional Single Class Drop-In	1.25 hour session	\$14
Family Class	1.25 hour session	\$20/family
<i>Packages**</i>		
5-Class Card***	5 x 1.25hr sessions	\$60
10-Class Card***	10 x 1.25hr session	\$110
1 Month Unlimited	All classes except independent courses, workshops & retreats.	\$140
3-Month	All classes except independent courses, workshops & retreats. 3 classes per week.	\$299
1 Year	All classes except independent courses, workshops & retreats. 3 classes per week.	\$990
<i>Programs & Other Offerings (Sample List Only)</i>		

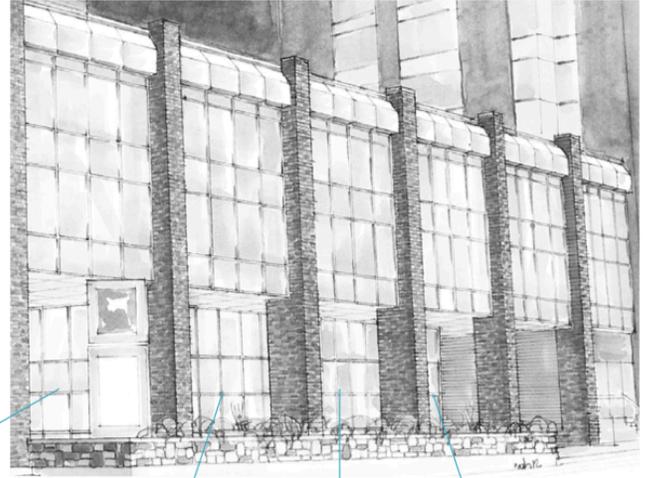
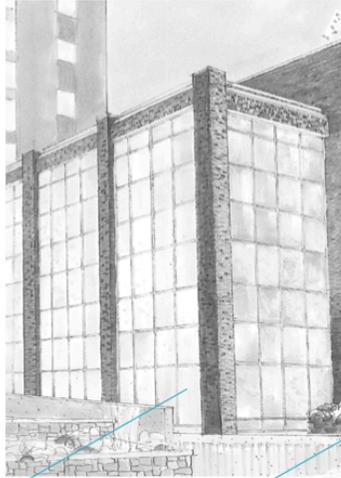
Skinner Fitness Limited: Breathing Space Yoga and Wellness Centre

Intro to Yoga	1.25hr sessions for 6 weeks	\$69/course
Pilates	1.25hr sessions for 8 weeks	\$96/course
Pre-Natal	1.25 hr sessions for 8 weeks	\$90/course
Post-Partum	1.25 hr sessions for 8 weeks	\$90/course
Mom & Tots	1.25 hr sessions for 8 weeks	\$90/course

Appendix 5



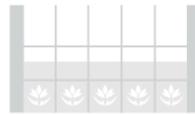
REFERENCE
FROSTED VINYL



OPTION A



OPTION B



OPTION C



OPTION D

Appendix 6



Awaken the Extraordinary



BreathingSpace
YOGA & WELLNESS CENTRE

Strengthen and connect your mind , body and spirit
through one of our many programs

Fully Alive



Take this card
and
save 15%
on any package
or program until
Nov 15

(902) 446 Yoga (9642)
Halifax@BreathingSpaceYogaStudio.ca
www.BreathingSpaceYogaStudio.ca

6389 Coburg Rd Halifax (corner of Coburg Rd and Oxford St)

Awaken the Extraordinary



BreathingSpace

YOGA & WELLNESS CENTRE

**Strengthen and connect your mind , body and spirit
through one of our many programs**

Prenatal Yoga



(902) 446 Yoga (9642)

Halifax@BreathingSpaceYogaStudio.ca

www.BreathingSpaceYogaStudio.ca

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Awaken the Extraordinary

BreathingSpace
YOGA & WELLNESS CENTRE

Strengthen and connect your mind , body and spirit through one of our many programs

Kids Yoga

(902) 446 Yoga (9642)
Halifax@BreathingSpaceYogaStudio.ca
www.BreathingSpaceYogaStudio.ca

6389 Coburg Rd Halifax (corner of Coburg Rd and Oxford St)

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Take this card and save 15% on any package or program until Nov 15

(902) 446 Yoga (9642)
Halifax@BreathingSpaceYogaStudio.ca
www.BreathingSpaceYogaStudio.ca

6389 Coburg Rd Halifax (corner of Coburg Rd and Oxford St)

Appendix 7



Appendix 8

Month	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
Balance from Previous Month	-	235,602	221,141	214,805	(41,295)	(40,845)	(37,765)	(32,385)	(35,055)	(36,945)	(37,885)	(38,325)	(37,485)
Inflows:													
Owner's Contribution	100,000												
Loan	175,000												
Yoga	4,002	4,400	6,035	7,500	10,000	8,500	10,500	11,000	12,000	12,000	12,000	13,000	15,965
Cafe	1,509	5,547	5,307	7,000	7,000	7,000	8,200	9,000	9,000	9,000	9,000	9,000	8,989
Clinic	-	500	750	1,050	1,500	2,000	2,500	3,000	3,500	4,000	4,500	5,000	5,056
Total Inflows	280,509	10,447	12,092	15,550	18,500	17,500	21,200	23,000	24,500	25,000	25,500	27,000	30,050
Outflows:													
Lease hold, and professional fees		10,000											
Rent	-	-	3,300	3,300	3,300	1,000	-	7,500	7,500	7,500	7,500	7,500	7,500
Salary	-	-	800	800	1,000	1,000	1,000	1,500	2,000	2,000	2,000	2,000	2,000
Fixed Wages	5,000	5,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Variable Wages	889	968	1,328	1,650	2,200	1,870	2,310	2,420	2,640	2,640	2,640	2,860	3,512
Product	6,000	6,000	6,000	4,000	5,600	5,600	6,560	6,300	6,300	5,850	5,850	5,850	5,843
Equipment marketing	30,000												
Utilities	3,000	3,000	2,000	1,500	750	750	750	750	750	750	750	750	750
Loan payment	-	-	-	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Total Outflows	44,889	24,968	18,428	27,650	18,650	14,420	15,820	25,670	26,390	25,940	25,940	26,160	26,895
Monthly Surplus/Deficit	235,602	(14,321)	(6,326)	(26,100)	480	3,080	5,380	(2,670)	(1,890)	(940)	(440)	840	3,245
Cumulative Surplus/Deficit	235,602	221,141	214,805	(41,295)	(40,845)	(37,765)	(32,385)	(35,055)	(36,945)	(37,885)	(38,325)	(37,485)	(34,240)

Appendix 9

Sensitivity Analysis - based on sales volume (not cost)						
	Yoga sales % delta:	10%	10%	10%	10%	
	Retail Sales % delta:	10%	10%	10%	10%	
	Café sales delta:	10%	10%	10%	10%	
	External Sales delta:	10%	10%	10%	10%	
	Based on Opening Sept 1	2013	2014	2015	2016	2017
	Sales from Yoga	55,000.00	198,000.00	237,600.00	285,120.00	342,144.00
	Sales from Retail	11,000.00	39,600.00	47,520.00	57,024.00	68,428.80
	Sales from Café	6,600.00	23,760.00	28,512.00	34,214.40	41,057.28
	Sales from External Services	13,200.00	47,520.00	52,800.00	52,800.00	52,800.00
	Total Sales	85,800.00	308,880.00	366,432.00	429,158.40	504,430.08
	VARIABLE COST	24,640.00	88,704.00	106,444.80	127,733.76	153,280.51
	rent	27,000.00	84,000.00	84,000.00	84,000.00	84,000.00
	Operating MARGIN	34,160.00	136,176.00	175,987.20	217,424.64	267,149.57
	marketing expense	4,000.00	5,000.00	5,000.00	5,000.00	5,000.00
	Breathing Space Royalty	5,051.25	22,230.00	29,358.00	37,911.60	48,175.92
	Less investment over 5 years	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00
	PRE-TAX CONTRIBUTION	9,108.75	92,946.00	125,629.20	158,513.04	197,973.65
	TAX @ 15%	1,366.31	13,941.90	18,844.38	23,776.96	29,696.05
	NET CONTRIBUTION	\$7,742.44	\$79,004.10	\$106,784.82	\$134,736.08	\$168,277.60

Appendix 10

(1) Anatomy, Physiology, & Kinesiology (20 hours)

(2) Teaching Methodology (20 hours)

- The history of yoga
- Yoga philosophy – the Sutras and Bhagavad Gita
- The art of effective teaching
- Teacher/student relationships
- Modifications for special conditions
- Assisting for alignment

(3) Teaching Practicum (100 hours)

- Asanas
- Energy science
- Bandhas, Mudras, and Pranayama
- Guided meditation and visualizations
- Yoga Nidra – deep relaxation
- Prayer and Kirtan
- Japa meditation

(4) The Business of Yoga & Other Topics (10 hours)

- Ethics, privacy, and the role of the yoga teacher
- Yoga business development
- Working with special populations
- Building a fulfilling personal practice

(5) Practicum Teaching (30 hours)

(6) Self-Directed Study and Reflection (30 hours)

The self-directed study focuses on a field of study of your choosing. This program is designed for anyone who is interested in teaching yoga as well as for yoga practitioners who have a desire to deepen their practice and understanding of themselves as this program is a healing and transformative awakening. The basic entrance requirements are:

- High school graduation
- Physically and mentally sound
- At least one year of experience in yoga with a dedicated and disciplined personal yoga practice
- Available to attend all weekends
- A commitment to spend approximately one hour each day in study and practice during the program

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