

BUSINESS STRATEGY

FOR

HEALTH + FITNESS

PROFESSIONALS



DAY 1

Step 1: The one-page business plan

[Page 03](#)

Step 2: Identify your customer segments

[Page 05](#)

Step 3: Pick your strongest customer segment

[Page 06](#)

Understand what you're getting into (before you take the plunge).

STEP 1:








The one-page business plan is a template that is fast to create and easy to read.

It's agile in nature, so as the market adjusts, you can simply update your one-page business plan and keep moving forward.








We'll guide you through the process of filling out this powerful plan by asking you questions to help you get clear on your entries.

On the next page, you'll find a full-sized plan to save on your computer and fill in. As you go through the steps in this workbook, you'll get a little clearer on each piece.

TITLE: _____

 CUSTOMER SEGMENTS List your target customers and users EARLY ADOPTERS: List the characteristics of your ideal customer	 PROBLEM List your customer's top 3 problems EXISTING ALTERNATIVES: List how these problems are solved today	 SOLUTION Outline a possible solution for each problem UNIQUE VALUE PROPOSITION: Single, clear, compelling message that turns an unaware visitor into an interested prospect HIGH LEVEL CONCEPT: List your X for Y analogy (i.e. Youtube = Flickr for videos)	 REVENUE STREAM List your sources of revenue CHANNELS List your path to customers EARLY STAGE: LATER STAGE:
 KEY METRICS List the key numbers that tell you how your business is doing KEY ACTION: SUCCESS METRIC:			
 COST STRUCTURE List your key costs FIXED COST(S): VARIABLE COST(S): BREAKEVEN: NUMBER OF CUSTOMERS TO HIT SUCCESS METRIC:			 UNFAIR ADVANTAGE Something that cannot be easily copied or bought

TITLE: _____

<p> CUSTOMER SEGMENTS List your target customers and users</p> <p>EARLY ADOPTERS: List the characteristics of your ideal customer</p>	<p> PROBLEM List your customer's top 3 problems</p> <p>EXISTING ALTERNATIVES: List how these problems are solved today</p>	<p> SOLUTION Outline a possible solution for each problem</p> <p>UNIQUE VALUE PROPOSITION: Single, clear, compelling message that turns an unaware visitor into an interested prospect</p> <p>HIGH LEVEL CONCEPT: List your X for Y analogy (i.e. Youtube = Flickr for videos)</p>	<p> REVENUE STREAM List your sources of revenue</p> <p>CHANNELS List your path to customers</p> <p>EARLY STAGE:</p>
<p> KEY METRICS List the key numbers that tell you how your business is doing</p> <p>KEY ACTION:</p> <p>SUCCESS METRIC:</p>			<p>LATER STAGE:</p>
<p> COST STRUCTURE List your key costs</p> <p>FIXED COST(S):</p> <p>VARIABLE COST(S):</p> <p>BREAKEVEN:</p> <p>NUMBER OF CUSTOMERS TO HIT SUCCESS METRIC:</p>			<p> UNFAIR ADVANTAGE Something that cannot be easily copied or bought</p>



STEP 2:

Identify your customer segments, or the types of people you'd like to sell your products + services to.

Make a list of all of the different types of people you might serve.

For each of the types of people you listed, can you break those segments down even further? If so, do it below:

STEP 3:

Pick your strongest customer segment.

The rest of your business plan will be dictated by your customer segment. So, it's important to get clear on this piece as it sets the foundation for the rest of your business model.

From the above list, who do you want to serve most?

Who do you know the most about?

Which group do you have the strongest channel to reach?

Fill out “CUSTOMER SEGMENTS” in your one-page business plan.



DAY 2

Step 4: Outline your early adopters

[Page 08](#)

Step 5: Give your one-page plan a title

[Page 08](#)

Step 6: List the top 1-3 problems that you'll solve

[Page 09](#)

STEP 4:

Outline your early adopters.

These are the people who need your services the most. Early success will be determined by how well you know and serve your early adopters.

From the customer segment you chose, how can you break that down even further?

Who do you think your early adopters are?

Fill out “EARLY ADOPTERS” in your one-page business plan.

STEP 5:

Give your one-page plan a title

A good title will help frame your thoughts, and bring the type of “energy” you want to the rest of your one-page plan (and your business).

Brainstorm ideas below:

Fill out “TITLE” in your one-page business plan.



STEP 6:

List your clients' top 1-3 problems that they're looking to solve.

While it might be tempting to simply list external problems, like weight loss, increased strength, or more energy, it's important to dig beneath the surface.

In order to increase client interest, engagement, and impact, you must tune into their internal and philosophical problems too.

Internal problems go a step beyond the external. It answers the question, “Why do you want to do X?” For instance, if a client wants to get stronger, their internal problem might be gaining confidence in their body and their abilities.

Philosophical problems go even deeper. They speak to the way the world “should” be for your client. For instance, continuing with the example of a client who wants to get stronger, they might say, “A grown woman shouldn't have to ask her husband to open a jar of pickles for her, or ask a male friend to carry her luggage for lack of strength.”



Step 6 continued...

Philosophical problems address the way the world should, or shouldn't, be.

Below you'll find a couple of approaches you can take to find out more about your clients' problems.

Approach #1: The 5 Whys Exercise

The 5 Whys Technique was created by Sakichi Toyota, the founder of Toyota Motor Corporation in the 1930s, as a way to dig deeper into problems and drill down to their root cause, in order to make decisions around what's *actually* happening, rather than what someone *thinks* is happening.

You can use this exercise with your current or prospective clients to discover their deeper motivation for hiring you.



Step 6 continued...

Here's a sample script to give you an idea of how the conversation might unfold.

The idea is to ask your clients a question like:

Why did you decide to seek out my services?

They might answer:

Because I recently became a new mom and I'd like to drop my baby weight.

Then you ask "why" to that answer. Like this:

Why is dropping the baby weight important to you?

They might say:

Because I want to feel like myself again.





Step 6 continued...

Then, you ask, “why” again, like this:

But why does feeling like yourself matter?

And then they answer:

Well, because I miss the way it was. I miss having energy and time to do the things I love.

Then you ask “why” one more time, like this:

And why does having energy and time mean so much to you?

Then they answer:

Because I’m afraid that I might lose myself. I loved my career and my life before becoming a mom and I’ve seen too many women panic when their kids go away to college because they gave up everything for their children and they forgot who they are. I don’t want to wake up in 18 years and wonder where “I” went.

Step 6 continued...

Approach #2: Jobs To Be Done

Once you understand what clients really want from you, you are in a much better position to create products and services that your clients actually want (and you have a clearer idea of who your real competitors are).

A full description of Jobs To Be Done goes beyond the scope of this article. However, you can check out this 3 part series to learn more.

[How To Know What Clients Want, Part 1](#)

[How To Know What Clients Want, Part 2](#)

[How To Know What Clients Want, Part 3](#)

While you may not dive into the 5 Why or Jobs To Be Done exercises with your clients now, you can keep them in mind as you test your assumptions later.

For now, simply write down 1-3 problems that you're helping your clients solve.

[Fill out "PROBLEM" in your one-page business plan.](#)



DAY 3

Step 7: Outline existing alternatives

[Page 15](#)

Step 8: Clearly articulate a specific solution

[Page 16](#)

Step 9: Map out your unique value proposition

[Page 17](#)

STEP 7:

Outline existing alternatives.

Knowing what your clients are currently using to solve their problem will help inform who your competitors are, who you might partner with, what you can do to stand out from the crowd, and your pricing structure (more on this later).

What solutions might your clients be using today?

Who are your competitors?

Is there someone you might work with?

What solutions outside of health and fitness might also help them with their problem?

Fill out “EXISTING ALTERNATIVES” in your one-page business plan.



STEP 8:

For each of the 1 to 3 problems you listed on your one-page plan outline a specific solution.

The solution is usually the piece that health & fitness pros are obsessed about. Because it's fun to create things, and it's fun to think of ways to serve those people that you want to help.

But your solution *isn't* usually what's riskiest on your plan, and it is often the *only* piece of the plan that is frequently talked about within the industry.

We hope **the image of the entire one-page plan** helps show you that your solution is simply one piece of the larger puzzle.

For each of the 1 to 3 problems you listed on your one-page plan, outline a specific solution:

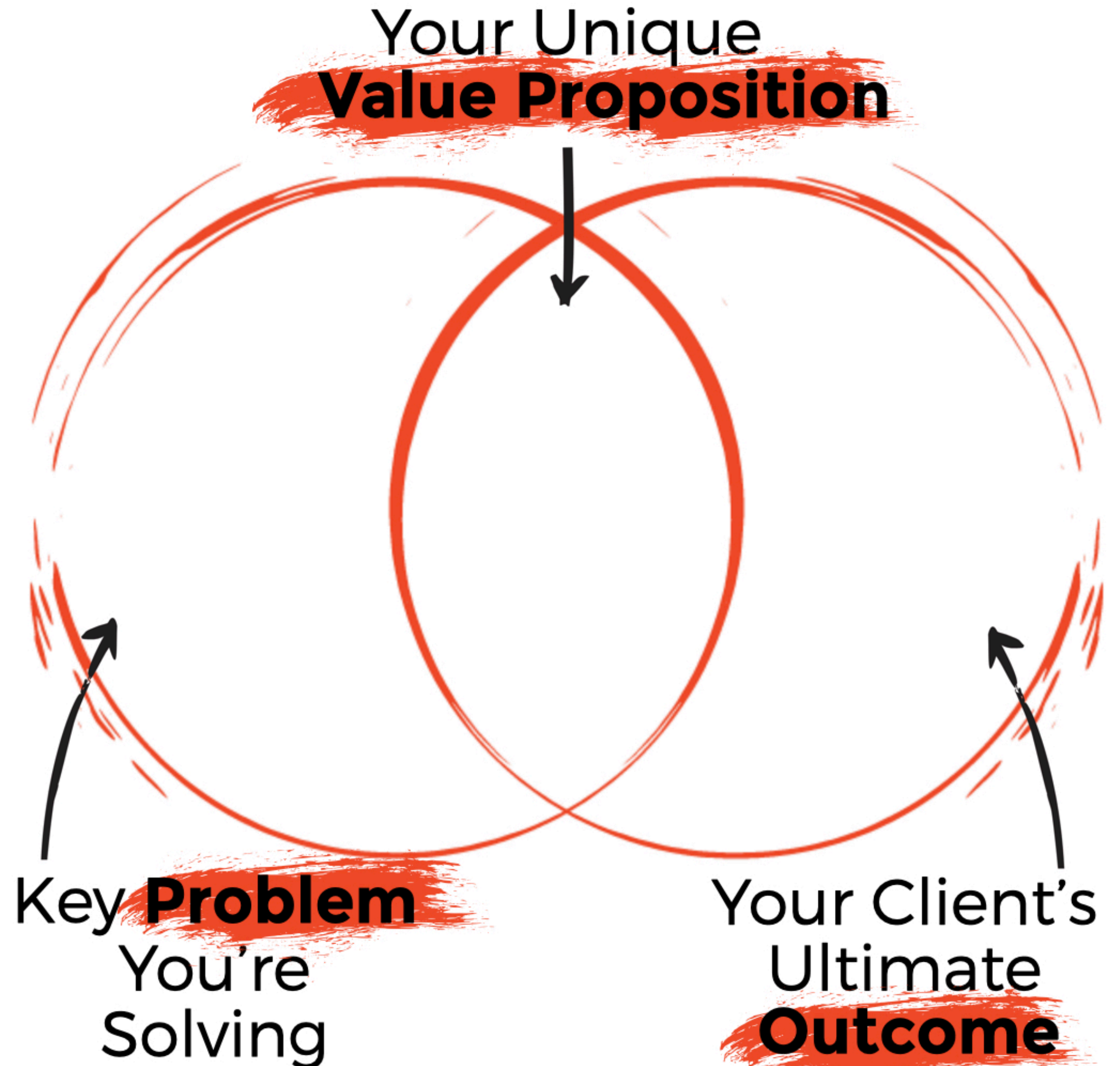
Fill out "SOLUTION" in your one-page business plan.

STEP 9:

Outline your unique value proposition, or the key benefits you offer your clients and what makes you different from others.

If you're new to the industry, one of your initial challenges is getting noticed at all. To stand out, **you're going to have to have something compelling to offer.**

Your unique value proposition takes place **at the intersection between the key problem you're solving and the ultimate outcome that your client is going to experience through working with you.**





Step 9 continued...

For a client who wants to lose weight, the final output isn't about a number on the scale. It is usually about having the confidence to do the things they love with the people they love.

Avoid empty marketing promises and make sure you're specific.

Here's a framework that can help:

End result your client wants + specific time period they can expect results + solution to potential objections

What this might look like:

- 1. Get active, eat better, and enhance your confidence in 90 days (or it's free).***
- 2. Increase your strength, maximize your energy, and take charge of your life in 30 minutes/day (or less).***
- 3. Reclaim your body, master your mind, and step into your potential in just six months (without giving up the foods you love).***

Step 9 continued...

Like anything on your plan, it's a guess, or a hypothesis that you'll have to test and refine later.

Using the Venn diagram and the framework above, outline your Unique Value Proposition:

Fill out “UNIQUE VALUE PROPOSITION” in your one-page business plan.



DAY 4

Step 10: Create your high-concept pitch

[Page 21](#)

Step 11: Define your revenue streams

[Page 22](#)

Step 12: Outline your channels

[Page 23](#)



STEP 10:

Create your high-concept pitch.

If it takes you a long time to explain what you do, you'll lose people's attention very quickly. One way to get around this is to craft a high-concept pitch, or an analogy, that quickly describes what you do.

High-concept pitches **allow others to understand what you do, instantaneously.** And, if your customers become fans, it's an easy way to help spread what you do via word of mouth.

When making your high-concept pitch, make sure to keep it brief and to relate your offering to something people readily know and understand.

For example, imagine you were marketing to executive women who recently had a baby. You might say something like, "It's like executive training for moms who want to champion their lives, their health, and their families."

Brainstorm a few high-concept pitches below:

Fill out "HIGH LEVEL CONCEPT" in your one-page business plan.

STEP 11:

Define your revenue streams.

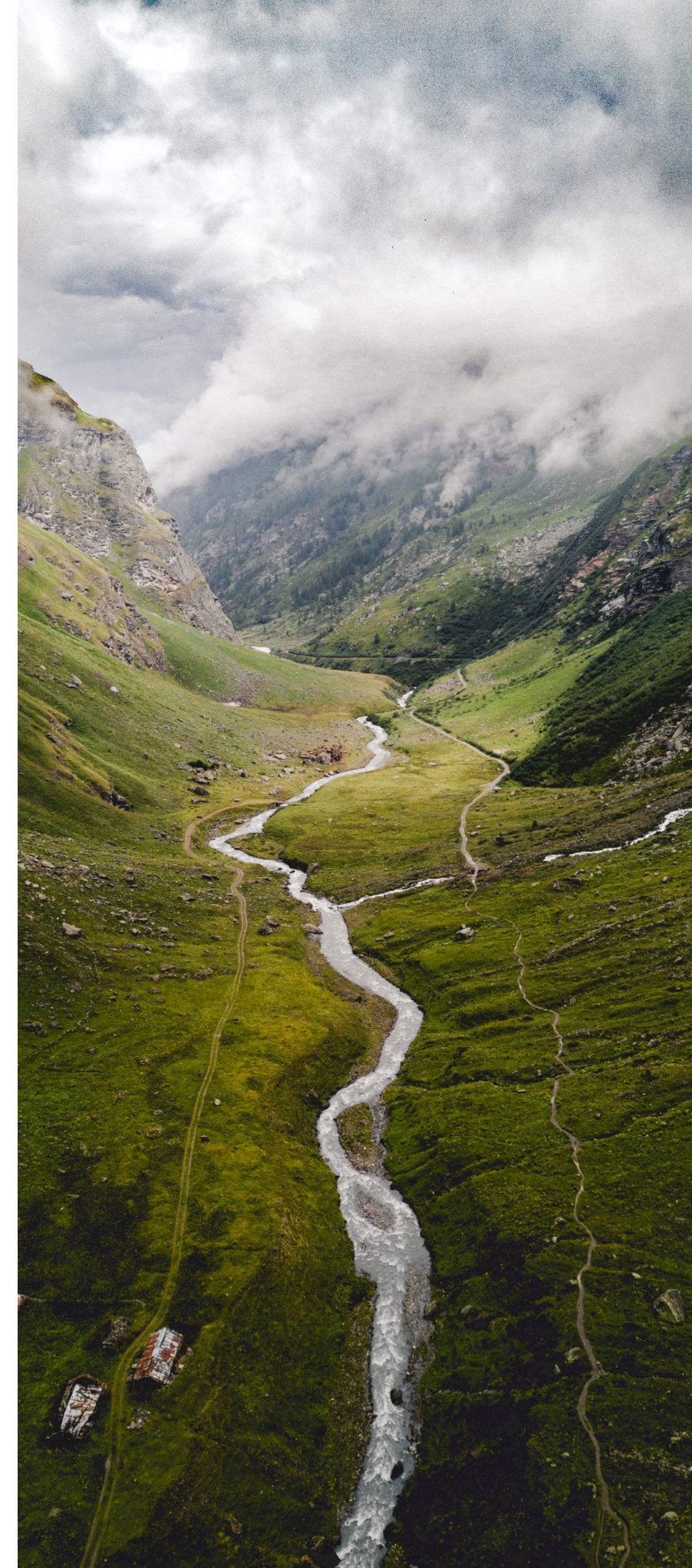
How you price your offer will determine how your product is viewed and what type of customers you will attract. Use these three questions to help you price your products or services:

1. What do the existing alternatives cost? What else might your clients consider? What options exist inside — and outside — of the health and fitness industry?

2. What is the cost of doing business? Add up your business expenses and determine how many customers you'd like to work with. Divide the former by the latter to see much you'd have to charge each client to cover your costs.

3. What will the market bear? While the first two methods will give you a great starting point, seeing how your clients react to your pricing in the real world will determine what you can actually charge.

Fill out “REVENUE STREAM” in your one-page business plan.





STEP 12:

Outline your channels, or how you'll connect with, and deliver value to, your customers.

Your path to clients is one of the riskier pieces on your one-page business plan. You might be able to outline a problem worth solving, build out a solution, and even get a small number of customers to derive value from it. But **if you can't get your product in front of enough customers, none of that matters.**

1. Where do your customers hangout? For example, if your target market is executive women who are new moms, then LinkedIn might be a good option. If, however, your target market is non-working moms, then LinkedIn may not make sense, but a Facebook support group for new moms might.

2. Do direct or indirect channels make more sense? Is your best bet selling your products and services through your own website, gym, or email channels, or does it make more sense to sell your services through partner channels?

Step 12 continued...

3. If you have clients, where do most of your clients come from and how might you double down on that? If you're like many health and fitness professionals, a lot of your initial clients will result from talking to people you know in the way you'd normally talk to them (face-to-face, email, phone, etc.) about what you do.

The good news is that you don't need to have scalable channels from day one. It's okay to have some outbound channels to jumpstart learning, such as:

- 1. A list of close contacts (friends, family, colleagues, etc.)*
- 2. Introductions from others you know*
- 3. An email list generated from a teaser page*
- 4. Loyal fans from reading your blogs*
- 5. Social media followers from Facebook, Instagram, TikTok, etc.*
- 6. Cold calling (or emailing)*
- 7. Sponsoring group events*





Step 12 continued...

If you want a lifestyle business, rather than a large business, you might be able to never extend beyond the above methods.

That said, if you do want a larger business, identifying where scalable channels might come from in the future, as they typically take time to build, is wise. You might consider channels like:

- 1. Content marketing**
- 2. Advertising**
- 3. Hiring a sales force**
- 4. Generating referrals**
- 5. SEO optimization**

Using the above lists, what are the top three to five channels you'll use?

Fill out “Channels” in your one-page business plan.

DAY 5

Step 13: Define your key metrics

[Page 27](#)

Step 14: Determine your cost structure

[Page 28](#)

Step 15: Outline your unfair advantage

[Page 31](#)

One-page business plan example

[Page 34](#)

STEP 13:

Define your key metrics.

Key metrics are how you'll measure success. Like blood pressure and resting heart rate are a couple of indicators of a person's health, **key metrics are numbers that will tell you the health of your business.**

Having a business is chaotic, but at the end of the day, there are only a few numbers that matter. And, while there are many things you could track, for now, we encourage you to identify two key metrics:

1. What is the key action, or the primary activity you would use to measure your value proposition? For a health and fitness business, a key action might be referring a friend or a family member to your services. After all, if someone sends someone they love your way, chances are very high that you helped them achieve the goals that mattered to them.

2. What are your success metrics, and how will you know if you've been successful?

What would you need to achieve to make this business worthwhile? If it's a revenue goal, what is it and how many clients will you need to acquire to make it a reality?

Fill out "KEY METRICS + KEY ACTION + SUCCESS METRIC" in your one-page business plan.





STEP 14:

Determine your cost structure.

If you don't have a clear idea of the cost of doing business, you might hustle for hours, weeks, months, or even years without making enough money to live.

So, the next thing that should keep you up at night is **how you'll create enough runway to ensure your business continues to operate**, even through the challenging times, to keep you and your family fed.

While there are many numbers you'll want to calculate, we recommend starting with these:

What are your fixed costs? Fixed costs are costs that stay stable no matter how many clients you work with. They don't change, whether you increase or decrease the amount of client packages you sell.

What are your variable costs? Unlike fixed costs, variable costs change in proportion to how much you sell. So, if you sell more products and services, these costs go up; if you sell less, they go down.

Step 14 continued...

What is your break-even point? Calculating your break-even point will help you figure out how many clients you need to serve, or how many products you need to sell, to cover all of your expenses.

You can also use your break-even point as a quick litmus test to see what the actual impact of changing your pricing strategy can have on your profit margins.

Here's how to calculate your break-even point:

Break-even = Fixed Costs / (Price/Unit - Variable Costs)

How many customers will you need to meet your success metric? If, for example, you and your team decided that you'd like to grow a business that generated \$200,000 USD/year in revenue and you sold 3-month training packages for \$735, you'd have to serve 273 clients to reach your goal ($\$200,000 / \$735 = 272.1 = 273$)).

Getting an honest inventory of your costs will help ensure that you have a problem worth solving. If your idea won't fund your lifestyle, and you require money to live, discovering this early will free you up to pursue something else.

Step 14 continued...

Like anything in life, it's often this, even over that.

So, while you might want to only work for four hours a week, make hundreds of thousands of dollars, and have time to do the things you love with the people you love, usually something has to give.

When thinking about the type of business you want to lead, **we recommend considering your workview, or the role work plays in your life, and using those success criteria to determine what you'd like to prioritize.**

This 2-minute **Workview Assessment** will help you:

- a) understand how you view your work, and the role it plays in your life;*
- b) establish your own success metrics, and use them to guide your daily decisions; and*
- c) outline the key steps to take so you can live a more meaningful and fulfilling life.*



Step 14 continued...

If you're viewing this on your computer, [click here](#) for the Change Maker Academy Workview Assessment.

If you've printed this out, simply type the following url into a web browser and to find your assessment:

<https://www.changemakeracademy.com/workview-assessment/>

Fill out "COST STRUCTURE + FIXED COSTS + VARIABLE COSTS + BREAKEVEN + NUMBER OF CUSTOMERS" in your one-page business plan.

STEP 15:

Outline your unfair advantage or barriers for entry

Whether you're looking for investment or looking to describe why you're the best person to help your clients reach their health and fitness goals, **your unfair advantage will give you the language (and strategy) you need to stand out from the crowd.**





Step 15 continued...

It's important to consider things that set you apart that can't be easily copied or bought. After all, you can't use your unfair advantage until you can name it.

Some examples of unfair advantages include:

Insider information

Personal authority

Dream team

Bulletproof reputation

Existing pool of raving fans/customers

The "right" celebrity endorsements

Large network effects

Engaged community

Organic search (SEO) ranking

Core values

Patents

Step 15 continued...

If you're struggling to see what your special sauce is, we recommend **gathering feedback from others** to see what your unique abilities are.

Or the things that:

- 1. You are, or have the potential to be, world-class at.*
- 2. You really enjoy doing.*
- 3. You can make a big difference with, if you use them.*

To find out how to uncover yours, check out this article:

How To Uncover Your Unique Abilities And Use Them To Serve Your Purpose

<https://www.changemakeracademy.com/articles/career-unique-abilites/>

Outline your unfair advantage or barriers for entry below:

Fill out “UNFAIR ADVANTAGE” in your one-page business plan.

And... Celebrate! You've just completed the last step of your 5-day course. For an example of a “finalized” one-page business plan, check out the next page.










An example of a “finalized” One-page Business Plan

While all the boxes are filled out, **it isn’t “done.”** You can do all the secondary research in the world and that will still not guarantee your success.

Rather than view your one-page plan as something you’ve completed, we recommend that you view it as a **constant working draft.** Something that you review, test, and update over time.

TITLE: Mom Boss Training Inc.

<p> CUSTOMER SEGMENTS List your target customers and users</p> <ul style="list-style-type: none"> - New moms (pre- and post-natal) - Moms with recently more independent kids (e.g. started kindergarten, got drivers license, went to college) - Newly divorced moms <p>EARLY ADOPTERS: List the characteristics of your ideal customer</p> <p><i>Moms who are going through big transitions that challenge their sense of self and feel anxious/stressed as a result.</i></p>	<p> PROBLEM List your customer’s top 3 problems</p> <ul style="list-style-type: none"> - Want to manage weight/get in shape - Low self-confidence/sense of self/boundaries - Little time available to make a change <p>EXISTING ALTERNATIVES: List how these problems are solved today</p> <ul style="list-style-type: none"> - Exercise groups (classes, run clubs, yoga) - Support groups (mom groups, counselling) - Diet programs (Weight Watchers, macro counting) 	<p> SOLUTION Outline a possible solution for each problem</p> <ul style="list-style-type: none"> - Quarterly cohort-based behavior change programs with individualized focus (connection + customization) - Monthly guest speakers (counsellors + communication experts) to teach communication and boundary setting - Quick workouts + meal ideas to do at home <p>UNIQUE VALUE PROPOSITION: Single, clear, compelling message that turns an unaware visitor into an interested prospect <i>Get active, eat better, and enhance your confidence in 90 days (or it’s free!)</i></p> <p>HIGH LEVEL CONCEPT: List your X for Y analogy (i.e. Youtube = Flickr for videos)</p> <ul style="list-style-type: none"> - We help busy moms experiencing big life changes make their self-care non-negotiable, so they can build confidence and finally make time for themselves - It’s like executive training for moms who want to champion their lives, their health, and their families 	<p> REVENUE STREAM List your sources of revenue <i>3 month program = \$349 USD/month or upfront payment of \$735 USD</i></p> <p>CHANNELS List your path to customers</p> <p>EARLY STAGE:</p> <ul style="list-style-type: none"> - Make a list of 1 degree contacts - Ask for introductions - Social media - Contact other practitioners to build referral network (e.g. pelvic floor physiotherapists, OBGYNs, doulas, midwives, etc.) - Establish partnerships with gyms who don’t have this specialization <p>LATER STAGE:</p> <ul style="list-style-type: none"> - Sponsor events (breast cancer awareness runs) - Content marketing - Sales team - Advertising - Referrals
<p> KEY METRICS List the key numbers that tell you how your business is doing</p> <p>KEY ACTION: <i>Women referring their friends (shows satisfaction with program + results)</i></p> <p>SUCCESS METRIC: <i>Build a \$200,000/year business</i></p>			
<p> COST STRUCTURE List your key costs</p> <p>FIXED COST(S): <i>Salaries (\$110k/yr) + Design/Marketing (\$3k/yr) + Guest Speakers (\$2.4k/yr) + Accountant (\$2k/yr) + Legal Fees (\$1.5k/yr) + Training Software (\$1.5k/yr) + Office Supplies (\$500/yr) + Social Media Scheduling Software (\$360/yr) + Bookkeeping Software (\$360/yr) + Website Hosting (\$300/yr) = \$121,920/yr</i></p> <p>VARIABLE COST(S): <i>Transaction fees ((2.9% + \$0.30) / transaction) = (((\$735 x 2.9%) + \$0.30) = \$21.62/client package</i></p> <p>BREAKEVEN: <i>(\$121,920 / (\$735 - \$21.62)) = 171 training packages</i></p> <p>NUMBER OF CUSTOMERS TO HIT SUCCESS METRIC: <i>\$200k / \$735 = 272.1 = 273 training packages</i></p>		<p> UNFAIR ADVANTAGE Something that cannot be easily copied or bought</p> <ul style="list-style-type: none"> - Feedback oriented, “one better” culture - Known for establishing world-class communities where strangers become friends and friends feel like family - Education + growing credentials - Able to connect with top 1% in the field to make top-knotch programs 	



Starting A Business You Love Isn't Easy Work.

It isn't easy to do the work you love with people you love working with, while earning enough money to support your lifestyle.

Luckily, with time, effort, iterations, and pivots, you can create a career and a life you're proud of.

But knowing how to start a business is only a small piece of the puzzle.

If you want to do work you'll love and succeed at, you must also...

- **Know your unique abilities** — applying them is one of the only ways to increase your chances of success.
- **Understand *how* you work** — it will help you operate in a way that's more natural for you, while giving you the opportunity to gain support around your blindspots.
- **Know what people are willing to pay you for** — testing your assumptions, and prototyping your career, is one of the best ways to ensure you're on the right path.

To help you figure all this out, we've created a special career coaching program:

The Career Blueprint:

10 weeks to discovering your perfect career path and going “all in” with confidence.

courses.changemakeracademy.com/pages/the-career-blueprint-sneak-peek

Starting A Business You Love Isn't Easy Work.

If you'd like to **have confidence in your career path** and **do the work you're meant to do, with the people you're meant to work with, in a way that brings out your best...**

...then this course is for you.

In just 10 weeks, we'll help you create a clear path to do work that:

- **Makes the most of your unique abilities,**
- **Is in line with what matters most to you, and**
- **Empowers you to fulfill your ultimate purpose.**

And, you'll do this with **direct support from your instructors** and with other **ambitious health and fitness pros around the world.**



Be The First In Line

Spots are first-come, first-served and, last time we offered the course, it sold out very quickly.

So, for your chance to...

- learn more about the program today,
- see if it could be a good fit for you,
- save \$100 + get access 24 hours before everyone else,

...join our free **Presale list**.

By doing so, again, you'll learn more about the program plus get early VIP access, which is a big benefit as our last cohort sold out very quickly.

The Career Blueprint: Learn More + Get Early Access:

<https://courses.changemakeracademy.com/pages/the-career-blueprint-sneak-peek>



The Authors:

John Berardi, PhD, Co-Founder of Precision Nutrition, the world's largest nutrition coaching and education company, and Founder of Change Maker Academy, devoted to helping would-be change makers turn their passion for health and fitness into a powerful purpose and a wildly successful career.



Andrea Hayes, MBA, Managing Partner at Change Maker Academy, and Program Manager at The University of Victoria's Innovation Centre, where she teaches and mentors budding entrepreneurs.

