Presented to
Bonnie Micheli and Tracy Roemer
Shred 415 CEOs

Prepared By

CHAMPION CONSULTING

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Dear Ms. Micheli and Ms. Roemer,

We at Champion Consulting would like to give our thanks for this opportunity to help expand Shred415’s revenue, sales, and client base. Working with Shred415 and EY has been a great pleasure and learning experience. We believe we have come up with an innovative and unique way to expand Shred415’s market share.

As millennials ourselves, targeting our own generation was a great avenue for our consulting group to approach. This target market thinks and acts differently than any other generation in the past. We at Champion Consulting believe that targeting the millennial generation is crucial to gaining a competitive advantage in the future.

To gain this advantage, we suggest expanding into the college market, but more specifically, the Big10. By expanding into this market, Shred415 can give students a high intensity workout unlike many other college workout programs. Secondly, introducing Shred to different colleges throughout the Midwest allows for a young, energetic group of millennials to know Shred’s name.

If you have any questions about the report that follows, please do not hesitate to contact us at shredinthebig10@gmail.com or by telephone at 812-631-3394. We look forward to much success in the future.

Sincerely,

Champion Consulting

Corey Gutmann   Hongyu Zhao   Keqin Qin   Molly Litteken   Patrick Merrill   Sydney Kruggel
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Executive Summary

Purpose of the Report
The Purpose of this Report is to expand Shred415 to the millennial market base through college university recreational centers. In this report we discuss how to integrate into the University of Illinois, eventually expanding throughout Big10 conference schools.

Get Ready to Shred
Shred415 has the opportunity to standout as the “college workout” towards today’s millennials by implementing its innovative workout routine throughout college campuses. Champion Consulting believes that growing its market structure first into the University of Illinois is the starting point for expanding into the Big10 and eventually across the Midwest.

An Approach to the Millennial Market Base
Champion Consulting believes that in order for Shred415 to get a competitive advantage over their competition, Shred415 must target its clients at a younger age. Millennials have grown up in a fast paced environment, similar to the way that Shred415 conducts its workouts.

Shredding the Word
Beginning in the spring of 2016, we will begin marketing the internship program for Shred415 at the University of Illinois. Bonnie and Tracy will come to the university to promote themselves and their workout routines through interactive demonstrations. Already being prominent in social media, Bonnie and Tracy will further promote Shred415 on campus before and after their arrival. The arrival of Shred415 will get students excited to experience this innovative workout routine in the fall of 2016.
Over the past decade, the fitness industry has transformed into a lucrative, revolutionized business and the desire to stay on an “ultimate” workout routine has risen. During the 2000’s, the new millennium saw an explosion in workout options with the arrival of everything from pilates to kickboxing and, most importantly, group exercise. Interval and heart-rate based training were introduced, but not to the level of prevalence that they hold today (Anderson).

With the advancement of technology, the fitness industry has been greatly enhanced both scientifically and physically. Consumers are looking for the most efficient and innovative way to get a good workout in, but in a short amount of time. Amongst those are the college-aged millennials, who make up almost \( \frac{1}{3} \) of the economical market.

According to the University of Pittsburgh’s Student Health Service, a survey of 302 college students revealed that only 39 percent of those students exercised three or more times per week (Schuna). What college students need, in today’s market, is an efficiently unique “ultimate” workout which Shred415 embodies in their everyday classes.
For freshmen at the University of Illinois, Spring Break is approaching fast. With just a few months left until it’s time to hit the beach, everyone is looking for a fast and effective way to get into shape. Many students were active in high school and now with the stresses of college, it has been much more difficult to implement an efficient workout in their daily routine. Many students feel like the myth of the freshman fifteen has become a reality. According to Health.com, a whopping 70% of students gain weight during their four years at college. Additionally, studies show that weight gain goes beyond the first year, continuing for a student’s entire time spent pursuing higher education (O’Connor). Students need ways to develop an effective workout routine in order to be confident in their own bodies.

They know that going to the gym once a week and attempting their own workout is not the most efficient way to reach this goal. Being able to target a variety of different parts of their body, build back their muscle strength, and get an efficient amount of cardio can’t be accomplished by going to the gym on your own only once a week. Usually, the easiest way for a group to get in shape is by working out together. This allows students to motivate each other to be looking top notch by the middle of March. The students need a fun, intense, and enthusiastic class to make them committed to getting fit and reaching their goals. While there are group fitness classes at University gyms, nothing is comparable to the well-rounded workout Shred offers.
Shred415 is a fast-paced, high interval, full body workout class. With only 7 boutiques in the Midwest, these workouts are currently in high demand. Shred strives to provide its guests with the highest quality workouts that effectively target the whole body while getting clients in and out within the hour. This makes their sessions not only cost efficient, but timely. Shred415 is known to be a premier fitness boutique that separates itself from the competition by priding itself on its uniquely tailored interval workouts. As the workouts are adequately prepared to be finished within an hourly regiment, they leverage its sessions towards the busy worker or as some people refer to as the “fit mom.” With this system, Shred has found success in obtaining a user base of clients in the 25-50 year old age bracket. The current client that you would find at any given Shred class varies by the location of the studio, but typically is known to be a middle-aged woman, with Shred’s client base being 80% female (Shred415 / EY Q & A).

If Shred is going to expand nationally, it needs to not only gradually expand across the nation, but expand demographically across its consumer base as well. After analyzing the recent changes in the fitness industry, we have found that trends among millennials now point towards a group, full-body workout. Therefore, Champion Consulting has determined that the first step in the growth of the company should be marketed towards millennials. This target market is the difference to help this company push towards a larger market share for now and for future endeavors.
How about the Millennial Appeal?

One way Shred can grow its presence among its users is by appealing to and attracting the millennial generation to join its workout sessions. For the year of 2015, the millennial generation is projected to gross up to 83.1 million consumers, which makes this demographic larger than ever, in essence making it much more important to target them now (Millennials Outnumber Baby Boomers). The most important up-and-coming age group of the millennial generation are those ages 18-25, an age group that Shred does not currently attract. Within five years, this group of students will be graduating and moving to different cities all around the United States, powering the sales of the future. Since the majority of millennials seek higher education, we found that the best way to target this market is through universities.

The best part of reaching out to this market and getting exposure to this age group is that it helps set up a future client base that will grow exponentially in the years after graduation. College campuses like the University of Illinois already have group workout sessions that have proven to be successful, giving merit to the idea of an on-campus Shred415. With Shred415 classes on campus, the students at the University of Illinois will burn off that freshman fifteen, and be able to look and feel their best for Spring Break.
Who’s the Threat?

Even though Shred415 is fast and efficient, it’s not the only workout currently available to young adults. Based on the research of Patrick Snell, a student at The Kelley School of Business at Indiana University, between St. Louis and Chicago there are 65 competitors for this specific industry (Snell). For instance, Sixpax is considered one of the main competitors as they are a Pilates studio located in the South Loop of Chicago. Although they stay close with local communities, college students can also be a part of their target range. A way that Sixpax is able to differentiate themselves is that they offer both group and private classes. The difference between Sixpax and Shred415 is that Sixpax does not focus on high intensity classes, circuit training, or suspension training (Snell).

Figure 6: Sixpax
SixpaxChicago.com
Alongside Sixpax, Bar Method and Orange Theory are other competitors. Bar Method has eight locations in the Chicagoland area and one in St. Louis, making their target market very similar to the likes of Shred415. Orange Theory has boutiques across the country, and its prominent growth is what we hope to achieve with the expansion of Shred415. Sixpax is a great choice for students in the Chicago area, making them a top competitor of Shred415. They find innovative ways to promote their own product by offering online videos for consumers that usually line up to be less costly than the comparable videos that Shred 415 offers. When a young adult moves to the city without a history of any of these facilities, they are just as likely to start their workouts at SixPax or Bar Method as they are to choose Shred 415. Bringing Shred415 to the University of Illinois makes Shred the first fitness boutique to hit a college campus in the Midwest, bringing it ahead of its competition in the market for young adults.
The current goal of Shred415 is to increase its market share. We believe that the best strategy to reach this goal is to expand Shred’s market to the range of 18-to-25 year olds. The college market is the perfect way to reach this age range. If we are able to reach the millennial generation, it will help expand the business and increase market share at the same time. In order to reach these millennials, college students are the best consumers to be attracted by Shred’s distinctive workout. By offering these high intensity classes, it not only helps students keep their physical health and burn off that freshman fifteen for Spring Break, but will also help consumers reach their own fitness goals.
REACH YOUR POTENTIAL

Figure 10: Reach Potential
limehousemarinaelite.com
Shred415 is an established fitness training club created by Bonnie Micheli and Tracy Roemer. Shred415 focuses on high intense interval training, weight and muscle training, and shredding high amounts of calories. These are the main training programs chosen by customers.

Shred415 implements four types of workouts in its 60 minute classes, fifteen minutes for each workout of both cardio and strength training. Shred also offers special classes such as “Shredding For Your Wedding Day” to help customers personalize their fitness experiences. Through intense and unique exercise methods, Shred415 has gained popularity in Chicago and the St. Louis area. Today Shred has six locations in Chicago and one in St. Louis.

Shred415 continues to improve the awareness of its brand. Furthermore, Shred415 utilizes social media to promote its brand as another marketing strategy to increase its exposure. Bonnie & Tracy advertise their brand through social media accounts such as Instagram, Twitter and Snapchat to attract clientele. Their creative website design acts as a guide to help customers have a better understanding of the company and motivate them to be “Shredders.”

Shred415’s signature market aspect is group exercise. Shred415 provides timely and effective professional training. It meets all customers’ needs, while using the shortest amount of time to achieve their goal in the Midwest region.
Shred’s Current Logistics

Shred415 has a variety of locations in the Midwest, including six in the Chicago area, and one in St. Louis. The demographics at each location is what makes Shred's target market. These locations are all relatively the same, but each one is slightly unique in its own way.

Figure 12: Location
Asweatlife.com

Figure 13: Fitness1
batatafritapode.com
Shred’s Current Logistics

**Lincoln Park**
The first Shred studio, opened in 2011. Mostly composed of female clients.

**Old Town**
On-the-go exercisers who want workouts before, during, or after work.

**North Shore**
The first suburban studio. Lots of moms.

**Hinsdale**
Accessible for western suburbs.

**South Loop**
Sophisticated studio with open air environment.

**Wicker Park**
Trendy, youngest demographic of all the locations.

**St. Louis**
In the middle of Clayton, prime spot for young Shredders.
Due to the advancement of technology and new kinesiological evidence, the dynamic of how adolescents work out has greatly changed over the last decade. Workout routines have become more innovative and analytical with the emergence of smart-phone apps like Nike Run and technological products like fitness watches.

As consumers, we are now able to track and analyze our workouts in a more sufficient way: greatly impacting our expectations as a consumer base both efficiently and physically. Millennials are moving away from traditional workout sessions and are searching for a fun, quick workout which provides the efficiency and innovation in a routine.
Amongst college students who exercise, here is a variety of ways they approach these workout. According to CollegeXpress, 65% incorporate cardio like running or elliptical machines into their routines; 50% do strength training; 36% rely on team-based sports; 30% do outdoor activities like hiking, biking, and boating; 21% practice yoga or meditate; and 12% do group classes (CollegeXpress).

As you can see, college students are a motivated bunch. CollegeXpress also reports that students feel more pressure and are more stressed than ever before, saying “balancing school work with other activities is a struggle for most students. They see a lot of late nights and early mornings. Prioritizing, maintaining a steady routine, and time management are more essential skills. Built-in fitness classes in school and physically active jobs and hobbies help them meet activity goals as well, freeing up more time for class work and other activities”(CollegeXpress).

With such a hectic schedule, what is going to attract these consumers to the gym? A newly innovative, high balanced, and fun workout routine marketed towards an emerging millennial consumer base.
Millennials are an active generation that values experiences over stories. The drive for adventure and excitement is pushing millennials towards new forms of fitness instead of the traditional routine of going to the gym. Obstacle races, marathons and smartphone fitness apps have taken over the market and are connecting with millennials through a new form of communication that has never before been used in the fitness industry (Fromm). In today's technologically advanced landscape, a scientific, high interval “ultimate” workout is essential for fitness firms to not only increase their growth in competitive markets, but to also stay relevant.

Shred415 encompasses what millennials want in a workout today. They want to have a workout that combines innovation and uniqueness through high interval training. Shred415 can redefine their product to a level of growth unseen in the industry by attracting the up and coming millennial market base. What Shred415 needs to do is place itself within this younger millennial demographic in order to gain momentum and increase market share. The best way to get into the millennial market is placing and showcasing their product at the heart of this market: university campuses.
Millennials are taking their desire to be social into the fitness arena. The Sporting Goods Manufacturers Association’s annual report found that Millennials are more likely to partake in physical activity that is more focused on togetherness instead of competition. For Millennials, group fitness creates an environment where everyone helps to push each other to be their best instead of competing for a victory (GS). College students particularly love utilizing social media. It allows them to personally vitalize their self-image, by re-branding and showcasing the uniqueness of their lives by sharing their day-to-day hobbies and routines. They are able to increase awareness of certain products and services that they are involved in. Shred415 should and can fully take advantage of today’s media app because of the unique appeal of their workout classes. Champion Consulting predicts that within the next five years the number of college students who participate in group-based exercise classes within their on-campus recreational centers will skyrocket. About 75% of U.S. students use on-campus rec centers, facilities or programs in a given year, according to NIRSA: Leaders in Collegiate Recreation, the group formerly called the NIRSA (Bachman). With so many students utilizing their on-campus workout facilities, Shred415 can obtain a universalized consumer base by incorporating its classes within large-scale college fitness centers.
Why do we choose The University of Illinois? Our first criteria for choosing a University that would allow Shred to benefit from its expansion is that the location remain in the Midwest, where Shred currently resides. Additionally, we want to start at a college with a close proximity to other Shred locations, so Shred wouldn’t be extending out too far at its first site. Another factor we looked for when choosing a university to expand to is that the school had a historically rich athletic program.

Since Shreds workouts are highly intense, it was very important to make sure the market for these workouts was there with the students. This led to our decision to keep our expansion within the Big 10, which is known for its success in athletics. These factors left us with two viable options for the expansion of Shred415 into universities, Northwestern and The University of Illinois. While Northwestern is an affluent university, it is also known to be sufficiently more academic than athletic, so we decided that The University of Illinois would be the college that would bring the most success to this expansion project.
The final criteria we looked for was the number of students enrolled at the University. We wanted to make sure that the school was going to be big enough to draw a large crowd base. We also wanted to have a diversified group of students that would be interested in a class such as Shred. With over 40,000 students, the University of Illinois fits in perfectly with that aspect of our idea. In addition to making sure that we aren’t expanding too far across the country at the moment, the proximity of U of I to the other Illinois boutiques has another reason behind it. According to the Division of Management Information, almost 72% of freshmen who attended U of I in 2014 were in-state students (DMI Illinois). Given this significant percentage of native Illinois students, it can be assumed that a similarly significant amount of people graduating U of I will likely be starting their careers in Illinois as well.

On the contrary, even if only a small percentage of students stay in the area, with a campus of 40,000 people, there’s still going to be a significant number of young adults moving into the Chicago region. If we get these students at U of I acquainted with Shred415 now, it significantly increases the likelihood that these students will choose Shred415 over any other fitness boutique or gym options they might have in the area.
While The University of Illinois is a great starting point for Shred415, how can Shred grow after expanding into U of I? We propose expanding into schools located in the Big10 Conference. Created 120 years ago, the Big10 is a historic conference in the college market today. Upon its creation in 1896, the conference has been growing ever since. Today, with 14 schools spread out through the majority of the Midwest, we, at Champion Consulting feel like this is a great way for Shred to grow regionally with distinct market locations.

Our recommendation is to first expand into colleges that are the most geographically close to Chicago after U of I. The top contenders for this expansion would be Northwestern University, Purdue University, the University of Wisconsin, and Indiana University. These schools share similar demographics and contingencies as the University of Illinois and we feel, would be a great fit for Shred415’s workout and brand.

Just like U of I, Big10 schools are all large universities with broad varieties of students. Shred’s workout is representative of this. Anyone can do a Shred415 workout. Alterations are made to give students the options of how intense they want their workout to be. These alterations can be made for Shredders after college as well. After graduation, students enter the workplace and start families of their own. Giving students the opportunity to be introduced to a workout routine such as Shred415 while still in college would give Shred a future market for expanding further in St. Louis and Chicago. From the expansion of the Big10, Shred can further network into other cities in the United States. To make Shred a success in the Big10, we need to target students to help carry out the image of Shred415.
The best way to get this exposure to the college students begins with the hands-on internship process. Getting the students involved with Shred415 starts with an interview amongst a panel of interested possible candidates. Once the qualified interns are chosen, they go through a training program for two weeks to learn about everything that is entailed to become a certified Shred415 trainer. After this training process, the following interns will be qualified trainers and will be able to conduct their own class on college campuses alongside a Shred415 trainer. This will be great for these students to get a one of a kind experience and helps Shred415 save money at the same time.
This is a very attractive option for students to get involved in the work field as it helps develop professional skills and hardworking efforts that are applicable for jobs in the future. If students are able to have this on their resume, it will make it much more likely for them to move forward with the company in the future or onto other endeavors. As W.K. Kellog said, “research shows that 85% of companies use internships and similar experiential/education programs to recruit for their full-time workforces” (Kellog). This is a chance for students to get a differentiated education than they wouldn’t inside of the classroom, and would be the first chance for them to get an inside look of a potential career in the future. Internships on college campuses are becoming more relevant now a days so this would line up perfectly with students curriculums. As Alternet said, “according to one recent study, 90 percent of universities now offer academic credit for internships, and many majors require them” (Alternet). This is a win-win situation for both Shred415 and college students as Shred will be saving money not having to pay the interns as much as full-time trainers, and will be a building step to help these students for now and in the future.
Towards the beginning of the Spring 2016 semester, Bonnie and Tracy should travel to the University of Illinois to start spreading the word about their new expansion. To promote the brand, Bonnie and Tracy can walk around campus and give out information about Shred415 and its classes. An easy way to approach this marketing strategy would be to set up an information table at hotspot locations on campus to meet students and teach them all about Shred415. A few discounted classes over the span of a few days (50% off one class) during their visit will allow students to see what potential Shred415 has for them.
Towards the end of the school year, Bonnie and Tracy can return to campus again to do more marketing. During this time, the recruiting process for acquiring interns should begin. Bonnie and Tracy will be a part of the interviewing process to make sure their brand image is upheld. Multiple interview sessions will take place to guarantee the most qualified students become Shred’s next trainers. The university and Shred can work together to set the payment plans for Shred’s interns. Their payment will be based on the success and enrollment of their classes.
Similar to Shred’s enrollment process in its current boutiques, students will be able to pre-pay for classes. We will give the option for half semester and full semester packages. Classes will be held twice a week, and prices will be set through negotiations and contract discussions between Shred415 and the university. This allows for each university to find the right price point for their student base.
During the beginning of the Spring 2016, Bonnie and Tracy will visit the University of Illinois to give out information about this program. To attract more students to get involved, Shred415 can set up information tables at different hotspot locations on campus. Three days later, Shred can hold an official conference to introduce the internship program as well as the class information to students.

During the Spring of 2017, the expansion will be Northwestern University, Purdue University, the University of Wisconsin, and Indiana University.

Since there are already 5 universities in process, it may take more time to adjust and make sure all things go well. Therefore, Shred415 can prepare to fully open to the rest of schools of the Big10 at the beginning of 2020.
Best, Worst, and Most Likely Case Scenario

**Best-Case:**

The most important goal from Shred415 and their business outlook is to gain more market exposure around the world, which in retrospect, this will help increase revenue. If over 100 students apply for the internship, Shred415 will be able to select 5-10 eligible candidates to run their own classes alongside another trainer. Students will start realizing the benefits of these workouts and start signing up for individual classes and for different packages. Shred is able to reach out to a different demographic, instead of reaching out to 80% females, integrating the workout to a more balanced demographic. Implementing the internship process is a huge success on the campus of Illinois and the rest of the Big10 starts to become interested in implementing these workouts on campus. Students will have no trouble finding places to work out on college campuses. The student interns are able to promote the brand to their friends and family and then will eventually promote it all over the world depending on where they go after college.

**Worst-Case**

Shred415 is able to gain more market exposure around the world, but doesn't make a significant difference in revenue as there is a break even in profits. Not as many candidates apply for the internship as expected, and they are only able to find 3-4 eligible students for the internship. A majority of the students only buy individual classes and don't buy the package deals of semester long deals. They are able to get more market exposure, but the demographics stay the same as a majority of the students working out are females. The implementation at the University of Illinois becomes successful, but doesn't draw as much interest from other Big10 schools as expected. Shred415 is only able to find one workout area to implement these workout classes on campus.
Most Likely Case:

The implementation on college campuses gains a significant amount of exposure to the new target market of millennial consumers. The plan is able to gain market exposure and sees a slight increase of cash flow and growth of Shred members. Shred gets hundreds of students to apply for the internship and is able to hire 5-10 legitimate students to help run these classes. There is a good mix of students signing up for the semester long package at the beginning of the year, along with students getting involved in taking up individual classes as well. The demographics of Shred415 users continues to change as there is an even amount of male and female shredders. The implementation at the University of Illinois is successful, and Midwest colleges such as Northwestern University, Indiana University, and University of Wisconsin are interested in getting Shred415 on their campuses as well. Shred is able to cut costs through utilizing the resources of interns and able to get gym space easily on all of the campuses.
Shred415 has the opportunity to obtain a new millennial generation demographic. Unlike the current demographic of middle-aged women, Shred will be able to reach both male and female millennials by implementing it’s workouts on college campus. We at Champion Consulting believe that by first targeting the University of Illinois, and then paving the way through the rest of the Big10 recreational centers, Shred415 will best be able to increase its brand appeal to the next generation consumer base.

With 70 percent of college students gaining weight their freshman year, implementing Shred415 into the collegiate market-base gives students the best opportunity to shred the dreaded freshman 15 (eatright.org). Whether students are trying to just get in shape for spring break or trying to prevent the weight gain before it occurs, Shred415 is the most enhanced and dynamic way to accomplish this.

The Big10 provides the ideal atmosphere for Shred415 classes. With its large student base and athletic prestige, it has a loyal and consistent demographic that will hit specific target markets in the Midwest. Additionally, with a diverse group of students from a range of destinations across the US, it will allow Shred415 to gain popularity nationally. With the cooperation of Shred415 and Big10 universities, Shred415 will be able to gain customers now, and lock them in for the future.
Figure 35: Classes
limehousemarinaelite.com
Appendices

Appendix A

SWOT Analysis: Pre-Implementation

**Strengths**
- Well recognized brand in the surrounding Chicago area, strong market presence
- High popularity amongst adults ages 25-50
- Successfully fills classes months in advance
- High client retention rate of 50% over 6-9 month time period
- In class adjustments for workouts that everyone can do
- Strong sense of community among clients
- Ideal for successful, in-and-out workouts

**Weaknesses**
- Costs of renting out location big enough to support a 30 person class
- Costs of obtaining all the workout equipment necessary for classes
- Demographics skewed heavily towards middle-aged women
- Very similar fitness boutiques in the area offering same workouts, i.e. Orange Theory
- People can’t get into classes
- Only located around 2 major cities
- Number of boutiques falling behind competitors

**Opportunities**
- Success of Shred in current locations with differing demographics, i.e. Lincoln Park vs. North Shore
- Increased popularity of group fitness opens much room for expansion without outgrowing consumer base
- Increasing popularity through social media such as Instagram
- Quick growing competition taking away from Shred’s market share
- Increasing technological advancement leads to increasing costs of high quality workout equipment
- Other workout facilities where people can workout without waiting lists

**Threats**
- Costs of renting out location big enough to support a 30 person class
- Costs of obtaining all the workout equipment necessary for classes
- Demographics skewed heavily towards middle-aged women
- Very similar fitness boutiques in the area offering same workouts, i.e. Orange Theory
- People can’t get into classes
- Only located around 2 major cities
- Number of boutiques falling behind competitors
## SWOT Analysis: Post-Implementation

**Strengths**
- Large, expanded demographics, ages 18-50
- Market less skewed towards females
- Obtain client loyalty at early ages, where competition isn’t as strong
- Differentiate from competitors by offering first on-campus locations for college students
- Well-recognized brand throughout Midwest
- Increased market presence to compete with OrangeTheory
- Discounted prices for students draw in more clients

**Weaknesses**
- Weaker client relationships with Bonnie and Tracy as expansion continues
- Increased labor through recruiting, acquiring, and training interns
- Possible complications in negotiating and working with Universities
- Differing contracts and ways of functioning with different Universities

**Opportunities**
- Competitors not on college campuses yet, offering little to no competition in this market
- Young professional interns with homes based across the country achieves nationwide recognition without nationwide expansion
- Retain consumers past their higher-level education
- Increased social media expansion through younger client base

**Threats**
- Potential decrease of quality of workouts on college campuses
- Increased administration fees when working with the University
- Potential new competitors located in cities of the campus expansion.
Works Cited


Champion Consulting


Shred the Freshman 15


Shred 415 / EY Q & A. Indiana University. Bloomington, IN. 06 October 2015.


Works Consulted


