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碩士論文

Master's Thesis

在墨西哥成立健康中心

—針對患肥胖及飲食失調的年輕女性

**Comprehensive Clinic for Young Girl with obesity and eating
disorders in Mexico**

Student: Eréndira Serrano Luna

Advisor: Professor Jack Wu

中華民國一〇一年六月

June 2012

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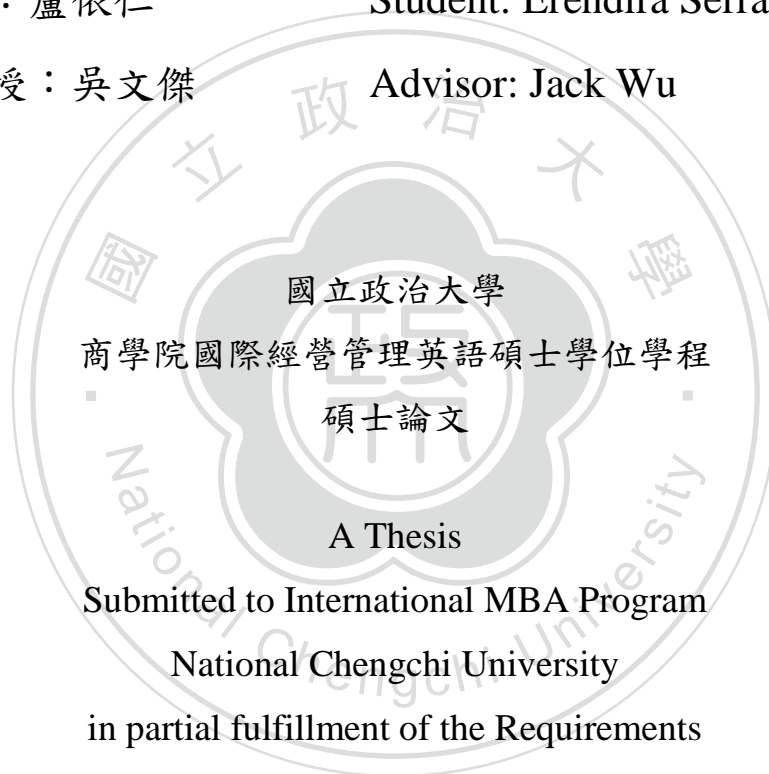
Comprehensive Clinic for Young Girl with obesity and eating
disorders in Mexico

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國立政治大學

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Abstract

Comprehensive Clinic for Young Girl with obesity and eating disorders in Mexico

By

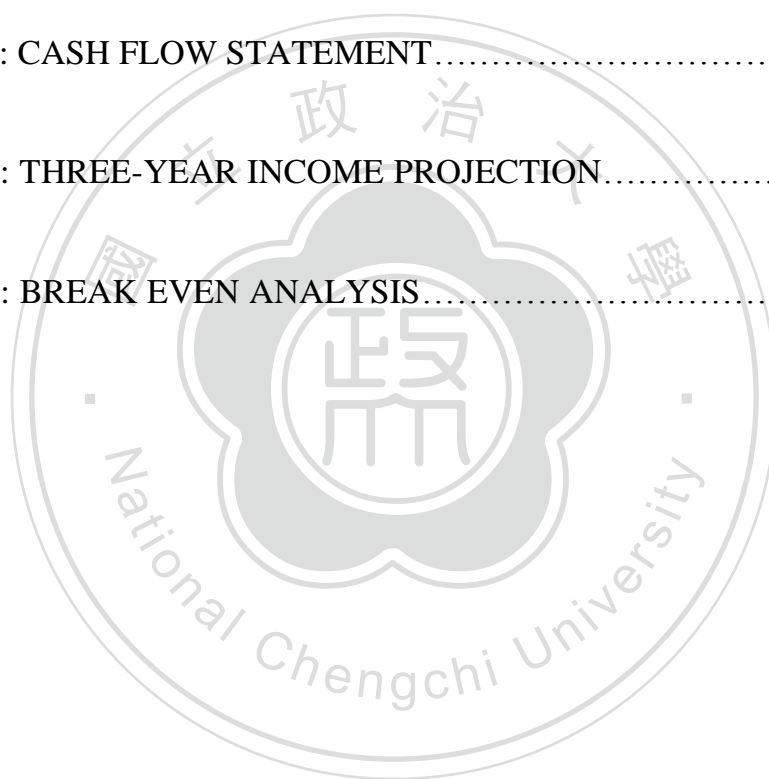
Eréndira Serrano Luna

This business plan aims to develop a premium holistic service for girls who suffer from obesity, overweight and/or eating disorders, using new approaches to these existing problems. Our mission is to provide an innovative approach that can make a difference for young women with obesity, overweight and/or eating disorders.

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PART I: ORGANIZATIONAL PLAN

SECTION 1: SUMMARY OF THE BUSINESS

This plan was developed to create a new business that will provide a premium service for young women that suffer from obesity, overweight and/or eating disorders.

1.1. BUSINESS CONCEPT:

Ek'Balam Clinic for Young Girls provides a holistic program for young women that suffer from obesity, overweight and/or eating disorders. Through the program and our qualified personnel we aim to help the customers to find their way back to a healthy life style by acquiring the discipline, habits and tools of personal development necessary not only to overcome obesity, overweight and/or eating disorders related matters, but also to enhance all aspects of their lives.

The main service consists of a four-week home-stay program, where the customers will remain in an isolated environment, subject to different group activities, non-traditional psychological treatment and controlled diet. The uniqueness of this service not only consists on the approach to the obesity, overweight and/or eating-disorder problems, but also on the talent management of our personnel which is an essential for the success of the business.

Our goal is to create a new and innovative service that targets common and very serious health problems in Mexico: obesity, overweight and/or eating disorders in young women. We aim to bring a life-changing holistic program that might provide the customers a better understanding of themselves and thus to help them find their way to a healthier life style.

Our target customers are young women between the ages of 19 and 24 years old, that belong to high-income and/or wealthy families. These customers are less price sensitive and their decision making process do not rely primarily on economical factors, but in the quality and exclusivity of the products and services they acquire. By targeting these customers we will be

able to set a high price for the service, hence increasing our profit margin and reaching the breakeven point in less time.

Ek'Balam Clinic for Young Girls will have an operational office in Mexico City, while the services will be provided in the facilities of Sabancuy, Campeche, Mexico. The office in Mexico City will be in charge of all the marketing and management aspects, while the facilities in Sabancuy, Campeche are exclusively designed to provide the services.

1.2. MISSION:

Our mission is to provide an innovative approach that can make a difference for young women with obesity, overweight and/or eating disorders.

1.3. BUSINESS MODEL:

In Mexico there are few options available to treat obesity, overweight and/or eating disorders as well as many providers for these services as we will further see in the market analysis section. These available options consist of: nutritionist, fitness and sport centers, SPAs and psychologists. *Ek'Balam Clinic for Young Girls* aims to treat these concerns from a different and innovative approach. We seek to make competition irrelevant by developing a holistic program where the customers will be treated and monitored during a four-week home-stay program where we will help them to build up personal development tools and habits that will take them to a healthier life style.

One of the key ingredients for this program is the talent management, since is the staff who will convey all the information, values and knowledge to the customers during the program. Therefore, the selection of our personnel is a critical issue for the success of our business.

Our main source of revenue will be the amount paid by the customers for the service; hence, the pricing strategy is crucial for the profitability of the business.

As part of the marketing strategy we will have additional services that will also contribute to the revenue, these services are: conferences and seminars. We will also have some additional income from the strategic partnerships with nutritionist and psychologist that will give continuity to the values seeded in the customers during the program.

It is important to say that *Ek'Balam Clinic for Young Girls* will be the first one in Mexico to provide this kind of service, and the reproduction of the same by the competitors, if any, won't be easy to attain since the core value of the business relies on the experience and knowledge acquired by the founder during her stay in Taiwan, hence the philosophy and corporate culture will be built with a set of peculiar, particular and very specific characteristics that are not easily reproduced. Moreover, as mentioned before the selection, training and management of the staff will be also crucial for the success and positioning of the service when compared to those provided by the competitors, thus, the strategic talent management is also a core value for our business.

1.4. STRATEGY:

In the short-run we need to focus on two main issues, one is building up the team that will provide the services at Sabancuy's facilities. This team will consist of people with very specific characteristics: sympathetic, supportive, easygoing and good at problem solving, among others. As mentioned before, the creation of a strong and talented team is crucial for the success and differentiation of our business among the competition. In this regard, the training and correct convey of the company's culture and core values are essential to attain a successful result in the team building process.

The second aspect we need to focus on is the marketing activities, since the service is brand new so we need to create awareness among the potential consumers. By creating strong strategic partnerships we will reach considerable part of our target market. Another tool for creating awareness will be the development of our website, which will be publicized through "google-ad-sense" type of services, as well as other viral marketing tools. The marketing strategy will be further explained in the Marketing Plan section.

In the second year of the business we aim to increase the number of customers, as well as the frequency in which we receive groups of customers to the program, by achieving this we will also increase our revenue. In the third year we plan to open new locations within the Mexican territory, as well as to receive customers from other Latin countries, since obesity, overweight and eating disorders are health concerns that also affect these countries.

In order to achieve our long-term goals, we need to maintain a strong marketing strategy. Our website will be a key aspect to increase our customers; by increasing our customers the frequency in which we receive groups at the Sabancuy's facilities will also increase.

To create awareness of our services in other Latin countries, we will need to develop strategic viral marketing plans and also visits to those countries, taking our seminars and conferences there. Creating partnerships with institutions and businesses in the targeted countries will be also part of the marketing strategy to offer our services abroad.

1.5. STRATEGIC RELATIONSHIPS:

Our strategic partnerships will be divided in two categories, according to the nature and purpose of the alliance, these two categories are:

a. Attract Customers:

This category includes high schools, fitness & sport centers and SPA's. In these places we seek to attract new customers, since they host considerable part of our target market.

High Schools: Our strategic partners are high class well-known institutions that host students from high income and/or wealthy families. Some of them have branches in different places of Mexico, which expand our reach to the target customers. These institutions charge around US\$6700 to US\$7500 per year for each student. They are located in exclusive zones of important cities around Mexico. All of them have their main offices at Mexico City, which make the contact easier for our operational office located in the same city. By establishing

partnerships with them we aim to create a continuous stream of new customers as well as part of the viral marketing, since the customers might share their experiences with potential new customers.

Fitness & sport centers: This branch includes gymnasiums, sport centers for families as well as specialized academies like dancing schools, swimming schools and so on. These centers are frequented by high income customers, who pay high amounts of money to use the facilities or acquire the services from these businesses. The fees of these fitness and sport centers vary from US\$3000 to USD\$5000 a year per person. In these places we can find a continuous stream of customers, since we might find people who are already pursuing a healthy lifestyle, hence is easier that they feel attracted by our services. Furthermore, with these sport and fitness centers we might develop a more complex strategic partnership, since after our customers participate in our program, we would recommend them to acquire our partners' services to keep exercising the habits they attained during the program. Therefore, our relationship with these sport and fitness centers might be the strongest and most effective, since due to the nature of our and their services, the dynamic with the customers becomes circular, and the reciprocity of benefits for both parts, in the long run, shall be fairly equal.

SPA'S: This strategic partnership includes SPA's, massage centers and businesses dedicated to the promotion of personal image. These places target high income customers; they offer exclusive and high priced beauty treatments. In these places we will also find customers that are pursuing a better personal image and a healthier lifestyle, hence our services are compatible with their interests. With these strategic partners we also have a potentially stronger and long-lasting relationship, since our customers might be addressed to our partners for extended treatment after concluding the program.

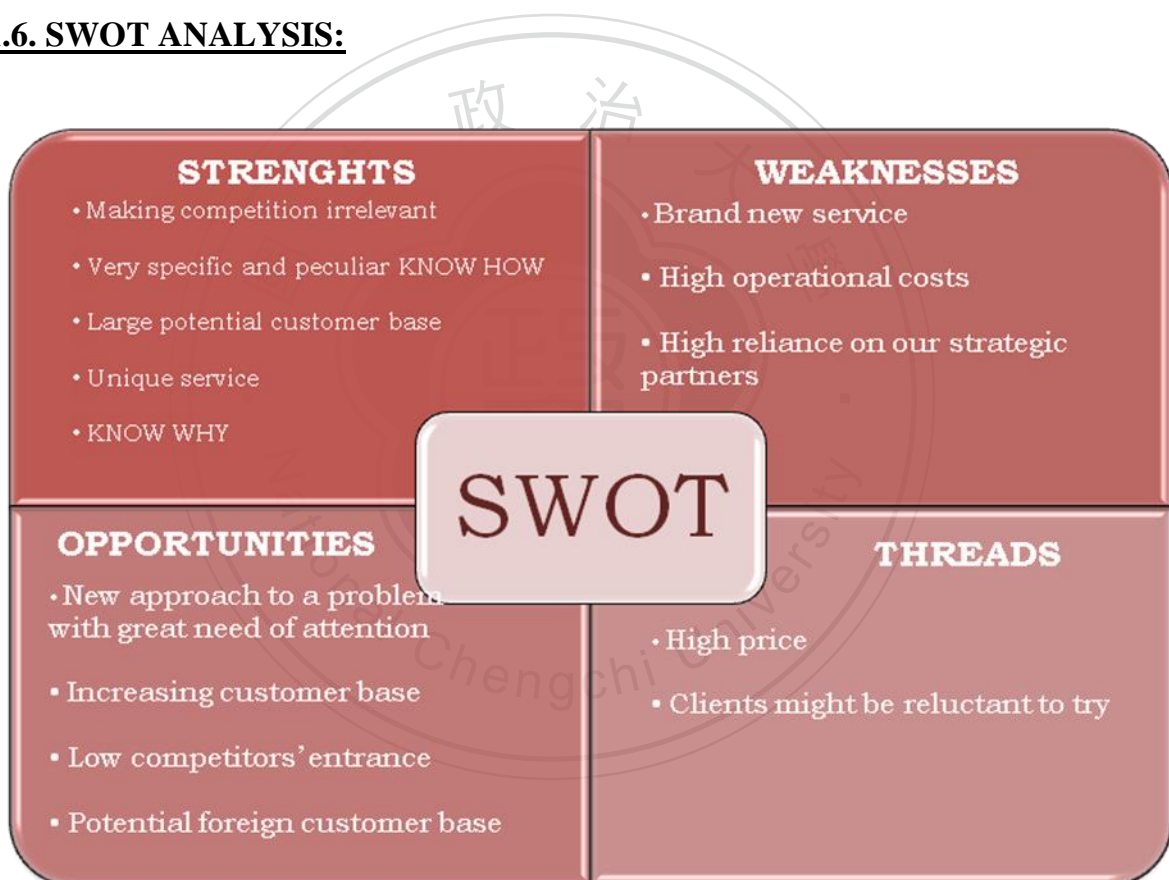
b. Extended treatment:

This category includes psychologists, psychiatrist, nutritionists, SPA's, and fitness & sport centers. In these places we seek not only to find new potential customers but also to develop a circular relationship with our partners, since after our customers conclude the program, they

need to give continuity to the habits and knowledge acquired during their stay in our facilities, which is crucial to achieve a life changing experience for our clients, and thus, the development of an effective service.

In this regard, finding qualified psychologists, psychiatrist and nutritionists that share our ideals and principles is essential to create an effective program for our customers; thus, the correct execution of this strategic partnership is critical for our business.

1.6. SWOT ANALYSIS:



SECTION 2: SERVICES

Our main service consists of a holistic one-month home-stay program for young women that suffer from obesity, overweight and/or eating disorders. This program aims to grant our customers a life changing experience, where our qualified staff will provide them with information and personal development tools that will help them to acquire a healthy life style.

The program consists of the following features:

a. Non-traditional psychotherapy. This therapy will feature the Socratic Method as the main approach. The Socratic Method is a dialectical method or logical manifestation which purpose is to find new ideas or approaches to existing information; it aims to develop critical thinking on the patients who are object to this kind of therapy.¹

In this regard, our qualified staff will always approach the patients using the Socratic Method. During the whole program, our staff will be in charge of monitoring and evaluating the patients' condition, evolution, as well as assessing their needs and provide them with the information they require to overcome their concerns and acquire good habits that in the long run will help them to achieve a healthier lifestyle. It is important to mention that our staff do not necessarily need to be certified psychologists or psychiatrist, since the Socratic Method as explained before is merely the dynamic in which two or more people exchange point of views an ideas to reach a different or new point of view over existing information; hence, while our staff might not require to be certified psychologists or psychiatrist, they do need to have certain features that will be further described in this chapter.

b. Recreational Activities. These activities will be provided as short courses or lessons during the length of the program; they include physical and entertaining activities like yoga classes, cooking lessons, make-up lessons, fashion courses, physical training and so on. These activities aim to provide the patients with additional information that will help them to enhance their daily life. For example, the cooking lessons will be focused on how to prepare healthy and yet delicious food that they can eat on their regular diet. During the cooking lessons we will also teach the patients the importance of a healthy diet, the nutritional factors of the food they eat every day and so on.

We will also include seminar-type courses where we will convey useful information to the patients, like philosophical and psychological related matters that will help them to get

¹ http://en.wikipedia.org/wiki/Socratic_method

personal development tools like “awareness” and “reflection”, personal assessment tools, and so on. These courses aim to build up the patients’ self-esteem, and to provide them with tools they can use for the rest of their lives to periodically make self-assessments and then automatically readjust their conditions to always seek for a better personal situation.

The physical activities aim to seed in the patients the habit of exercising and practicing sports or physical activities. It also seeks to enhance the serotonin levels in the patients, since serotonin is the brain’s chemical that is in charge of the mood, the higher the levels of serotonin, the happier the patient might feel. This chemical is often used to treat depression.² In this regard, exercise or practicing any physical activity are natural triggers for serotonin.³

c. Continuous support from the staff. Our staff will remain available during the whole program to provide a holistic support for the patients. We will further see in this section the particulars and description of our staff; nonetheless, it is important to mention that they will dwell in the facilities during the whole program and, as mentioned before, they will be in charge of monitoring and evaluating the patients’ condition, evolution, as well as of assessing their needs and provide them with the information they require to overcome their concerns and acquire good habits that in the long run will help them to achieve a healthier lifestyle. By having a 24/7-staff we aim to customize the program to the patients’ needs, since each of them have different needs and evolve in different pace. This last feature will be one of our service’s core values.

Due to the uniqueness of our services it is necessary to create awareness among our potential customers about the importance and usefulness of the same. As we will further see in the competitors and market analysis, we need to differentiate ourselves in the market, since there are many services targeting obesity, overweight and/or eating disorder problems, however none of them in a holistic way; hence, we need to convey this to our customers in an effective fashion. In order to achieve the aforementioned, we will provide additional services, which

² <http://www.medterms.com/script/main/art.asp?articlekey=5468>

³ <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2077351/>

are “seminars and conferences”. These services will be offered and provided to high schools and universities, as well as to other strategic partners. However they won’t be offered only to the final customers but also to their parents, since the decision making process to acquire our services, rely mostly in the parents of our potential customers due to the following reasons: **(i)** they have greater consciousness about the health problems involving obesity, overweight and/or eating disorder problems issues; **(ii)** ultimately they will be in charge of covering the price of the services; **(iv)** our targeted customers are young people who still emotionally and economically depend on their parents. The revenues from these services won’t contribute greatly to our income since these services are mostly accessories as well as part our marketing activities. Nonetheless, some amount will be charged for this, at least to cover the time invested on them.

Our main service, this is the home-stay program will be provided in our facilities located in Sabancuy, Campeche, Mexico, while our management team will be located in our offices in Mexico City.

Sabancuy is a beach located in the State of Campeche, Mexico. This beach belongs to an area that has not been fully developed for tourism; hence, it has many pristine beaches with small waves that make it safe for people to enjoy the beauty and peace of the ocean. In this place we have found a 2000m² piece of land with a market price of US\$ 23,483 where we can develop the facilities for the clinic where the home-stay program will be provided. The construction of the facilities will carry an approximate cost of US\$28,906.

Our Sabancuy facilities will include dormitories (single and double bedrooms), pool, sauna room, gym, multi-purpose class room, recreational areas, class rooms, kitchen, administrative office, garden, cafeteria, Temazcal (pre-Hispanic steam-room), TV and computer room, and a little SPA.

The patients will remain most of the time within the facilities; however, they are free to go in and out at their will. During the daytime several activities and classes will be scheduled, so the patients would invest most of their time engaged in the program. During specific hours the

patients will be able to leave the facilities to wander around the town. Similarly, periodical field trips will be scheduled so the patients won't find their stay exhausting and/or unbearable. The idea is to find a balance point where the patient is willing to absorb all the information and knowledge that the program has to offer.

Our facilities in Sabancuy will host a staff divided into two categories, those who will dwell in the facilities during the length of the program and those who will visit them to provide a specific service. Hence our wages related to the Sabancuy facilities will be fixed depending on the amount of patients entering the program each time. In this regard, it is important to mention that no worker-employer relationship will be established with our staff in order to avoid entering into by-law expenses like social security and payroll taxes. The aforementioned is possible since our service provision is not continuous; this is, in the first stage of the business we expect to implement the program 3 times each year. Hence, our staff shall not be considered as permanent workers for our business.

The Mexico City Operational Office will allocate our management team that will basically consist of two people in charge of PR, marketing and general management. These people will be in charge of the marketing design and execution, as well as the administrative and accounting activities. Since our financial structure and book keeping activities are not that sophisticated we won't need a special department for these issues. Only in case of special matters we will outsource a specialist. The idea is to keep our fixed costs as low as possible in those issues not directly related to the provision of our main service, so the time spent/time billed ratio will be as profitable as possible.

Since no customers are expected to visit our offices, we will place them in the founder's personal estate, and will only incur in operational expenses like: internet service, stationary, transportation expenses and so on. From our operational office we expect to have a monthly expense of no more than US\$500 excluding wages. Regarding the wages related to the operational office, we will manage them under a commission basis with a minimum fixed wage, since our revenue will basically depend on the amount of clients we attract. The fixed wages will represent a US\$2,900 monthly cost for our operational offices.

Other Services

Our facilities in Sabancuy will represent a considerable initial investment, also its maintenance will carry an important fixed cost for the business; hence, these facilities when not used for the program purposes, will be leased to freelance workers and/or specialist, for example: cooking teachers, yoga professors, beauticians, physical instructors, and so on. For this purpose, we will have a general manager in Sabancuy in charge of managing these leasing activities.

It is important to mention that some of the freelance workers and/or professionals to whom we expect to rent our facilities, are those who will work with us during the program; thus, we will create a sort of strategic alliance with them that will benefit both parts. The revenue for the leasing activities is difficult to determine at this point since it will depend on the demand from our “strategic allies” and other potential customers. In order to publicize our leasing activities we will use low cost marketing tools mostly on the internet, keeping these marketing activities to the lowest possible cost. The pricing for the leasing activities will be determined according to the expenses of the facilities and the maintenance cost among other factors.

SECTION 3: ADMINISTRATIVE PLAN

3.1 LOCATION

As mentioned in the previous section the facilities where our main service will be provided will be located in Sabancuy. Sabancuy is a small beach located in the State of Campeche, Mexico. This area has not been fully developed for tourism purposes; thus, it has a peaceful environment ideal for the location of the clinic. The surroundings has many pristine beaches and other natural zones that are perfect for field trips where the patients can connect with nature and forget about daily life issues and concerns. The State of Campeche also has some archeological sites ideal for field trips.

Sabancuy is a small locality of 6,159 people, within the township of Del Carmen City in the State of Campeche. This State is located in the south of the Mexican territory, and which shores belong to the Mexican Gulf.⁴

Campeche is one hour and a half away from Mexico City, by airplane, which makes the location of the clinic very convenient for our customers.

The Operational Office that will allocate the management and marketing departments will be located in Mexico City, since is in this city where our main strategic partners are located, as well as the gross of our initial target market.

The office will be set in the founder's estate; hence, no rent expense will be incurred. As we will further see in the Legal Structure section, the business will be incorporated as a Limited Liability Company (LLC). Nonetheless, for accounting purposes, the economic events of the clinic and the offices will be treated together with the corresponding annotations of where they took place.

3.2. LEGAL STRUCTURE

The business will be incorporated as a limited liability company (LLC) according to the Mexican legislation. This legal form suits perfectly our business since it embodies the combination of a partnership and a corporation. This legal form includes the corporate veil characteristic of capitalist corporations, but also the close partner-relationship featured by partnerships; hence, the personal property of the partners is duly protected, while the control and management of the business remains under the hand of the partners.

Due to the characteristics of the business, particularly the core values and corporate culture, we don't aim to transform the business in a public company or a capitalist corporation in the

⁴ [http://es.wikipedia.org/wiki/Municipio_de_Carmen_\(Campeche\)](http://es.wikipedia.org/wiki/Municipio_de_Carmen_(Campeche))

near future; therefore, the LLC seem to be the most suitable legal structure for the business purposes.

There will be three initial partners:

1. The undersigned, referred in previous sections as the founder. I hold a Law degree in Mexico, an IMBA from one of Taiwan's top educational institutions (National Chengchi University), and the experience of living three years in this country, where I acquired cultural information and experiences crucial to the development of an effective and efficient plan to help the customers to achieve our service's purpose. This makes the founder a key element in the creation, development and implementation of the business, as well as a particular and unique feature that will represent a differential advantage with our competitors; also making our service difficult to reproduce or imitate by the competition.
2. The founder's brother. He holds a Cybernetic and Systems degree from an international University (La Salle) as well as a MBA from the same institution. His areas of expertise are networks and MIS, which will provide our business the optimization of resources. He is also one of the main investors in the partnership, holding along with the founder the majority of shares.
3. The third partner will be chosen among potential investors after a thorough profiling and examination. As mentioned several times before, the human resources are a crucial factor for our business' success and differentiation; hence, it will be carefully managed through all layers of the business.

In this regard I want to further explain that this legal structure was not only chosen due to its practical features but also because it was my experience during my stay in Taiwan that the family businesses have proven to be very successful given the right management and focus, and the LLC is the most suitable legal form for these type of family businesses.

During the first stage of the business, this is the first year and a half, the organizational chart of the company will be very simple, since the management, control and governance will be mostly by the founder, since the other two partners will initially provide capital resources and consultancy in terms of infrastructure.

For corporate decision taking purposes, there will be an “assembly” which is the same as the board of directors of a corporation, while the manager of the Sabancuy facilities, will be appointed by the partners, according to the Mexican legislation frame for this type of legal structure.

3.3. MANAGEMENT AND PERSONNEL:

a. Management:

As mentioned in the previous section, during the first stage of the business, and ideally during the first 4 or 5 years, the management will be under control of the founder, who will devote full time to the start-up, development and growth of the business. The founder posses the personal and professional experience necessary to develop and implement the service we aim to provide. Similarly, she has the capabilities to manage and run the business, since she has a six-years working experience, where she developed and acquired interpersonal skills and personnel management knowledge necessary to facilitate the success of our business. It is important to mention once more that the strategic talent management is a core value for our business, hence, the ability and capability to manage our personnel is a crucial factor for the project.

The company will have an administrative body in accordance with the Mexican General Law of Corporations, which establishes that a LLC shall have an “assembly” which is the supreme organ of the partnership, and shall be integrated by the existing partners. Similarly, this assembly will be in charge of the decision making process in terms of finances and legal structure; however, other decisions will be entitled solely to the founder, who will support the operation of the business together with the manager.

The two other partners will be available for consultancy purposes at any given time, since both were chosen for their personal skills and abilities as well.

b. Personnel:

Due to the nature of our service, as well as the frequency in which the service will be provided, we won't have a fixed staff, but hire them per group of girls we receive in the Sabancuy facilities. As mentioned in the "Service" section, we will work with freelance professionals or specialists, for example: cooking teachers, yoga professors, beauticians, physical instructors, and so on. Therefore, except of the Sabancuy Clinic General Manager, we won't have a fixed staff.

Ideally for the first year of our business we aim to build up a team or staff formed by:

- A Manager for the Sabancuy facilities and only fixed member of the staff.
- A physical instructor that manages several activities like aerobics, dancing, kick boxing, and so on.
- A nutritionists
- Psychotherapist
- Yoga instructor
- Tai Chi (太極拳) instructor
- Meditation instructor
- 3 general assistants
- Beautician

With these 10 people we consider it is possible to provide a holistic program to achieve the purpose of our service.

The purpose of the 3 general assistants is to monitor the girls and help them in any issue they might have, however, in case of budgeting concerns, we may reduce this number to 2 assistants.

It is important to mention that the founder will be in charge of the whole operations, marketing planning and PR activities.



PART II: MARKETING PLAN

SECTION 1: OVERVIEWS AND GOALS OF THE MARKETING STRATEGY

Since our service is brand new, through the marketing plan we aim to, during the first stage of the business, create awareness among our consumers of the existence of the service and build up the brand name. During the second stage, this is the second and third year, we aim to increase our customer base and position our service in the local market. As mentioned in the Administrative Plan section, in the long-run we want to offer our services abroad, in different Latin America countries, but for this section purposes we will not go that further in the explanation of the Marketing Plan.

Our marketing strategy will be based in 4 pillars that are briefly described as follows:

a. Advertising:

Through the advertising we are looking to create awareness among our potential customers. Our service is brand new so we have to build from the scratch the customers' willingness to buy. Hence, for the advertising part we will include some lectures and visits to elite high schools in Mexico City and the state of Mexico; printed material in sport clubs, fitness centers, spas, hair salons; internet social networks; google adsense and so on.

b. Sales:

Through the sales we want to build up our customer base, strategic partnerships and create awareness about our service. For the sales part we will offer our service to our strategic partners described in the Administrative Section, this is, educational institutions, fitness and sport centers, nutritionist and SPAs.

In this regard, it is important to create also awareness among our strategic partners about the features, benefits and effectiveness of our service, and thus, make them our extended sales force.

c. Public Relationships:

Public Relationships have a key role in the start up and success of our business, since the service we are offering consist of a premium service target to young girls from high income families, hence, Public Relationships will be a full time ongoing task.

Through public relationships, we will mainly try to reach the final customers' parents, over whom the purchasing decision ultimately falls. We also want to reach our permanent and strongest strategic partner, like high class top educational institutions that can provide a continuous customer base.

d. Networking:

Through networking we want to build our main strategic partnerships but also reach the final customers' parents, who ideally during the second stage of the business, might also serve as viral marketers for our service.

We aim to create a network of strategic partnerships where we can offer on a regular basis our services, reaching through them our biggest part of potential customers.

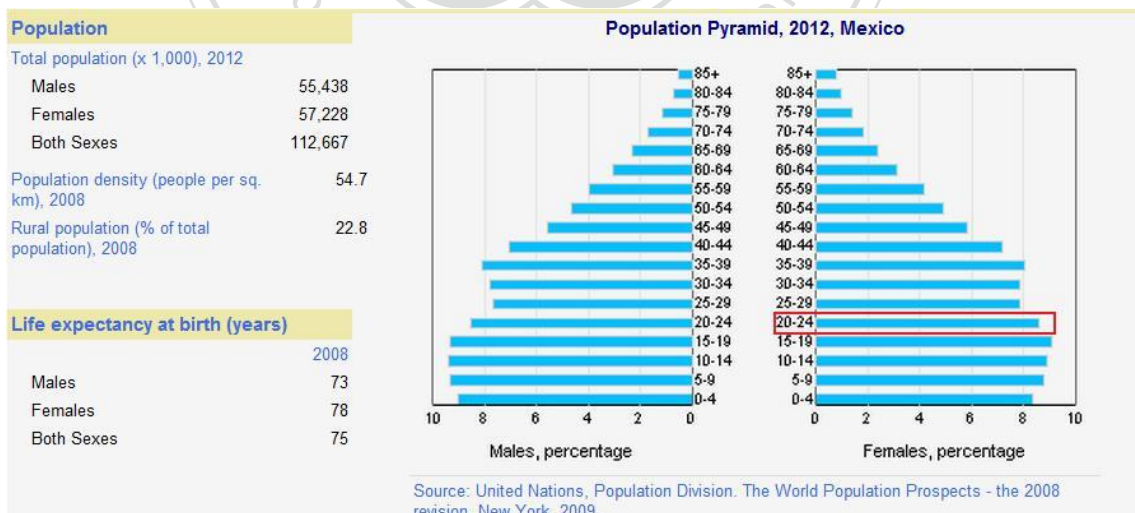
It is important to mention that the 4 pillars are not mutually exclusive; all of them aim to reach our marketing strategy goals which are create awareness among our consumers of the existence of the service and build up the brand name. However, during the implementation of the marketing plan the goal of each one will be carefully set to make the effort as efficient as possible.

SECTION 2: MARKET ANALYSIS

Our target market is composed by young women between the ages of 19 to 24 years old, from high income and/or wealthy families, with residence in major cities; and who suffer from obesity, overweight and/or eating disorders. In this section we will analyze our target market in 4 dimensions: **i)** demographic; **ii)** psychographic; **iii)** niche markets; and **iv)** competitors. Our goal is to provide and insight of our potential customers profile, lifestyle, environment and what they find available in the market to treat obesity, overweight and eating disorders. Upon this analysis we will be able to create a positioning map to locate our service within the target market.

2.1. DEMOGRAPHICS

Mexico has a population of 112 322 757; its population pyramid shows that it's almost equally distributed by gender. Young women among 19 to 24 years old, account for 8.6%⁵ of the population. However, not all of these women can be considered as our target market, since not all of them suffer from obesity, overweight and/or eating disorders.



⁵ <https://apps.who.int/infobase/CountryProfiles.aspx>

Mexico City and the State of Mexico host a considerable amount of our target market; this is young women from 19 to 24 years old, summing a total of 8'193,596. Similarly, on the state of Campeche, where our Sabancuy facilities will be located, we find a considerable amount of young women of 414,720. Finally, in the state of Yucatan, which borders with Campeche, we find a young women population of 992,244.⁶

Total population by state according to gender, 2010			
Entidad federativa	2010 c		
	Total	Men	Women
United States of Mexico	112 336 538	54 855 231	57 481 307
Aguascalientes	1 184 996	576 638	608 358
Baja California	3 155 070	1 591 610	1 563 460
Baja California Sur	637 026	325 433	311 593
Campeche	822 441	407 721	414 720
Coahuila de Zaragoza	2 748 391	1 364 197	1 384 194
Colima	650 555	322 790	327 765
Chiapas	4 796 580	2 352 807	2 443 773
Chihuahua	3 406 465	1 692 545	1 713 920
Distrito Federal	8 851 080	4 233 783	4 617 297
Durango	1 632 934	803 890	829 044
Guanajuato	5 486 372	2 639 425	2 846 947
Guerrero	3 388 768	1 645 561	1 743 207
Hidalgo	2 665 018	1 285 222	1 379 796
Jalisco	7 350 682	3 600 641	3 750 041
México	15 175 862	7 396 986	7 778 876
Michoacán de Ocampo	4 351 037	2 102 109	2 248 928
Morelos	1 777 227	858 588	918 639
Nayarit	1 084 979	541 007	543 972

⁶ <http://www.inegi.org.mx/>

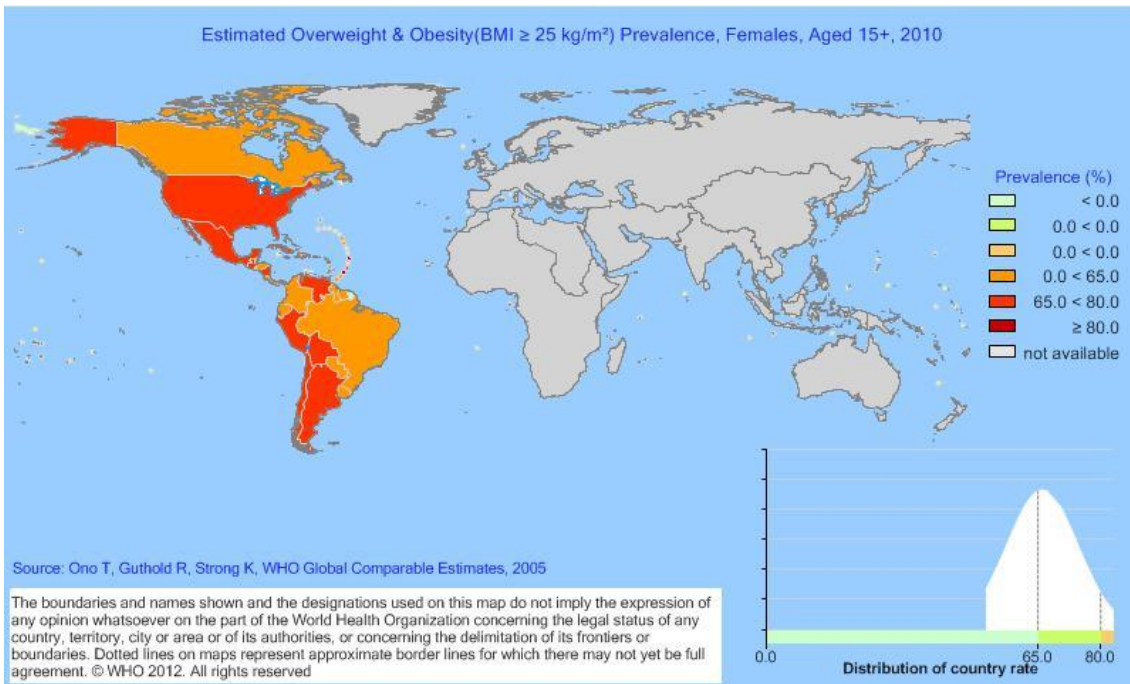
Nuevo León	4 653 458	2 320 185	2 333 273
Oaxaca	3 801 962	1 819 008	1 982 954
Puebla	5 779 829	2 769 855	3 009 974
Querétaro	1 827 937	887 188	940 749
Quintana Roo	1 325 578	673 220	652 358
San Luis Potosí	2 585 518	1 260 366	1 325 152
Sinaloa	2 767 761	1 376 201	1 391 560
Sonora	2 662 480	1 339 612	1 322 868
Tabasco	2 238 603	1 100 758	1 137 845
Tamaulipas	3 268 554	1 616 201	1 652 353
Tlaxcala	1 169 936	565 775	604 161
Veracruz de Ignacio de la Llave	7 643 194	3 695 679	3 947 515
Yucatán	1 955 577	963 333	992 244
Zacatecas	1 490 668	726 897	763 771

Regarding overweight problems in Mexico, the World Health Organization (WHO) found out that in the last two decades, obesity in Mexico had an increase of 30%, slightly bigger than in the US.⁷ The National Health survey of 2011 72% of women were classified as obese (31.2%) or overweighted (40.8%).⁸ Similarly, on the statistics produced by the World Health Organization on 2010 it was found that “obesity” and “overweight” are the main metabolic risks factors of death in Mexico.⁹

⁷ <http://www.who.int/en/>

⁸ <http://www.imss.gob.mx/Pages/default.aspx>

⁹ http://www.who.int/nmh/countries/mex_en.pdf



Mexico

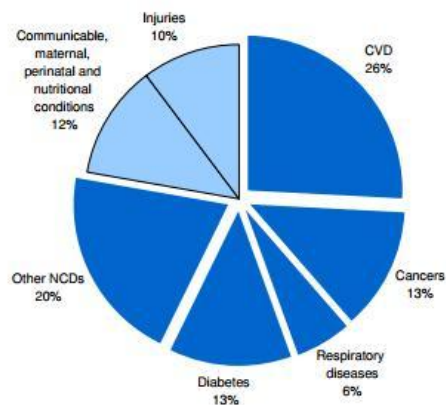
2010 total population: 113 423 047
Income group: Upper middle

NCD mortality		
<i>2008 estimates</i>		
Total NCD deaths (000s)	<i>males</i>	<i>females</i>
	227.1	210.7
NCD deaths under age 60 (percent of all NCD deaths)	31.0	23.7
<i>Age-standardized death rate per 100 000</i>		
All NCDs	542.6	411.7
Cancers	87.3	74.9
Chronic respiratory diseases	44.5	27.1
Cardiovascular diseases and diabetes	257.8	216.8

Behavioural risk factors			
<i>2008 estimated prevalence (%)</i>			
Current daily tobacco smoking	<i>males</i>	<i>females</i>	<i>total</i>
	21.0	6.2	13.4
Physical inactivity	36.0	37.9	37.0

Metabolic risk factors			
<i>2008 estimated prevalence (%)</i>			
Raised blood pressure	<i>males</i>	<i>females</i>	<i>total</i>
	37.2	30.9	33.9
Raised blood glucose	12.3	13.7	13.1
Overweight	67.3	69.3	68.3
Obesity	26.3	37.4	32.1
Raised cholesterol	47.1	51.6	49.5

Proportional mortality (% of total deaths, all ages)



NCDs are estimated to account for 78% of all deaths.

Since we will offer a premium service, we also took a look to the purchasing power of our target market, finding that from the Latin American Cities, Mexico City has the highest GDP (PPP) based on the purchasing power per capita. Likewise, Monterrey, Guadalajara and

Puebla, three major cities, where we plan to offer our service, are number 9, 10 and 15 respectively.¹⁰

Pos. ↕	Pos. a nivel mundial ↕	Ciudad ↕	Pais ↕	PIB (PPA) en 2008 en mill. de USD ¹	PBI per capita en USD	Población est 2008	PIB (PPA) en 2005 en mill. de USD ²	PBI per capita en USD	Población est 2005	PIB (PPA) en 2025 en mill. de USD ³
1	8	Ciudad de México	México	\$ 390.000	\$ 20.330	19.180.000	\$ 315.000	\$ 16.300	19.300.000	\$ 745.000
2	10	São Paulo	Brasil	\$ 388.000	\$ 20.320	19.090.000	\$ 225.000	\$ 11.900	18.900.000	\$ 782.000
3	13	Buenos Aires	Argentina	\$ 362.000	\$ 28.060	12.900.000	\$ 245.000	\$ 19.300	12.700.000	\$ 651.000
4	30	Río de Janeiro	Brasil	\$ 201.000	\$ 16.900	11.890.000	\$ 141.000	\$ 12.200	11.500.000	\$ 407.000
5	53	Santiago de Chile	Chile	\$ 120.000	\$ 17.140	7.000.000	\$ 91.000	\$ 15.900	5.700.000	\$ 207.000
6	58	Brasilia	Brasil	\$ 110.000	\$ 29.650	3.710.000	\$ 38.000	\$ 11.500	3.300.000	\$ 210.000
7	59	Lima	Perú	\$ 109.000	\$ 12.100	9.000.000	\$ 75.000	\$ 9.890	7.580.000	\$ 213.000
8	63	Bogota	Colombia	\$ 102.000	\$ 15.040	6.780.000	\$ 86.000	\$ 23.200	7.700.000	\$ 188.000
9	64	Monterrey	México	\$ 100.000	\$ 12.600	7.930.000	\$ 78.000	\$ 10.400	7.500.000	\$ 192.000
10	66	Guadalajara	México	\$ 81.000	\$ 18.970	4.270.000	\$ 28.000	\$ 16.000	3.100.000	\$ 150.000
11	76	Porto Alegre	Brasil	\$ 66.000	\$ 16.580	3.980.000	\$ 15.045	\$ 15.200	2.896.000	\$ 118.000
12	88	Belo Horizonte	Brasil	\$ 61.000	\$ 12.200	5.000.000	\$ 60.000	\$ 15.000	\$ 4.000.000	\$ 112.000
13	90	Medellín	Colombia	\$ 50.000	\$ 12.560	3.980.000	\$ 44.000	\$ 11.600	4.300.000	\$ 97.000
14	104	Curitiba	Brasil	\$ 44.000	\$ 13.500	3.370.000	\$ 34.000	\$ 12.200	3.400.000	\$ 83.000
15	121	Puebla	México	\$ 42.000	\$ 17.600	2.371.000	\$ 35.000	\$ 11.000	3.450.000	\$ 78.000
16	124	Caracas	Venezuela	\$ 41.000	\$ 6.990	6.123.000	\$ 34.000	\$ 10.000	3.400.000	\$ 72.000
17	125	Recife	Brasil	\$ 35.000	\$ 9.400	3.710.000	\$ 41.000	\$ 11.400	3.600.000	\$ 63.000
18	134	Fortaleza	Brasil	\$ 25.000	\$ 7.200	3.460.000	\$ 37.000	\$ 11.200	3.300.000	\$ 46.000

2.2. PSYCHOGRAPHICS

Our target consumers are young women from 19 to 24 years old, from wealthy and/or high income families, residing in Mexico's major cities (Mexico City, Puebla, Guadalajara and Monterrey). Their lifestyle is characterized by consumerism, always looking for premium and exclusive products and services. Often their purchasing decision is not negatively affected by high prices, whereas they value more high priced products and services, since for them is a synonym of exclusiveness and status.

They attend high class top educational institutions, exclusive SPAs and fitness centers, and well-known super malls, where they seek for luxury products and world-class brands.

¹⁰ [http://es.wikipedia.org/wiki/Anexo:Ciudades_de_Am%C3%A9rica_Latina_por_PIB_\(PPA\)](http://es.wikipedia.org/wiki/Anexo:Ciudades_de_Am%C3%A9rica_Latina_por_PIB_(PPA))

Their parents provide them with unlimited amenities, so to speak, like a car of their own, expensive vacations, luxury products, premium credit cards, and so on.

Mexico City, concentrates a considerable number of super malls, shopping malls and luxury brand boutiques spread around the city, which many young women attend every day.

As touristic destinations they always choose Cancun in southern Mexico, which is visited by thousand foreigners and wealthy Mexican families each year; and other US destinations like New York, Los Angeles, Miami, etc. Cancun is well-know for its all-inclusive grand tourism hotels where they charge premium prices to get the most luxurious experience you can find within the country.

For sports and recreational activities, these young women look for exclusive places like high class sport clubs, where they find activities like tennis, golf, horse riding, ballet, etc.

Our target consumers are a fashion oriented segment, characterized by consumerism and constant concern of the external appearance.

2.3. NICHE MARKETS

Our service is brand new, so we chose a very specific niche market. As mentioned throughout this document, we will offer our services to young women between the ages of 19 and 24 years old, who suffer from obesity, overweight and/or eating disorders, and belong to high-income and/or wealthy families. We believe that for the first stage of our business, successful niche marketing must focus should focus on a small segment of the main market.

We originally choose the niche market by gender and age; however, since the obesity, overweight and/or eating disorders attend to psychological factors, in the future we are planning to expand our age range, to develop customized programs for different age groups.

While doing the market analysis, some interesting demographics data disclosed a potential future target group, which are women from 25 to 30 years old, which is the biggest female population in Mexico. Hence, as a second stage of the business, we aim to target this group as well. We believe that with the experience of the first stage, this is the feedback after providing the first programs; we might be able to create a customized service for this age group, and thus, expand our customer base.

2.4. COMPETITORS

In Mexico, the demand for products and/or services to treat obesity, overweight and/or eating disorders is huge, since as we saw on the “Demographics” section, these issues represent considerable health problems in this country.

As a response to the demand for this type of products and/or services, the offer is also considerable. Nonetheless, as we mentioned in the description of our service; in Mexico there are few approaches available to treat obesity, overweight and/or eating disorders, as well as many providers for these kinds of products and services. The available options consist of: nutritionist, fitness and sport centers, SPAs and psychologists, in terms of services; and a diversity of products like skin care products, medicines, workout equipment, etc. However, for purposes of this section we will focus on service providers only, who represent our potential competitors.

It is important to mention that, even though we found a contested market, none of the “competitors” offer the same service as ours, since *Ek’Balam Clinic for Young Girls* aims to treat these health concerns from a different and innovative approach. We seek to make competition irrelevant by developing a holistic program where the customers will be treated and monitored during a two-month home-stay program where we will help them to build up personal development tools and habits that will take them to a healthier life style. Therefore, the “competitors” might be considered as substitute services for ours; actually, as mentioned in the “Strategic Partnerships” section, we plan to contact many of these business and/or establishments to create partnerships with them.

To analyze our competitors, we divided them in four categories according to the nature of the approach to the treatment of obesity, overweight and/or eating disorders:

1) Sports: These services target mostly obesity and overweight problems by tackling the physical consequences and symptoms of these conditions. This category comprises: fitness centers, gymnasiums, personal trainers, academies focused on physical activities like dance, gymnasia, martial arts, etc.

Mexico City has a considerable amount establishments listed in this category; however, most of them are not considered exclusive or premium services, just a small percentage of them offer “A” class services, some of them are franchises and some of them are really exclusive; in any case they represent less than 30% of the sport services offered in Mexico City and the other cities of interest for our business.

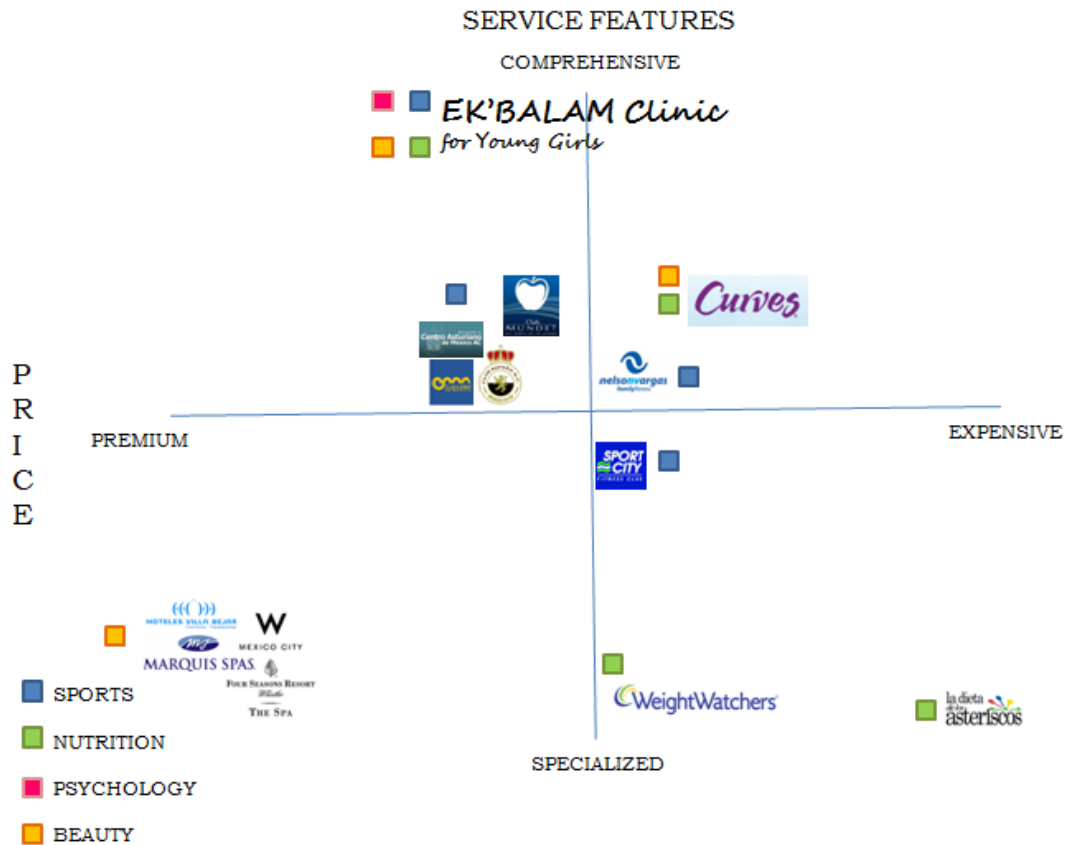
2) Psychology: These services target mainly eating disorders; however it might be considered that collaterally they might treat as well obesity or overweight, but not in all cases. This category includes: psychologists, psychotherapists and support group institutions. Nonetheless, support groups are rarely visited by our target customers. So they mostly look for well-known professionals to treat their eating disorder issues.

3) Nutrition: These services target obesity and overweight from a dietary point of view. This category includes nutritionist, well-known programs or professionals in this field.

4) Beauty: These services focus only on the appearance of the users, treating mostly the side effects of obesity and overweight. This category includes: SPA’s, massage houses and beauticians.

As you may notice from the above descriptions, none of the categories include a direct competitor for our services, for none of them treat obesity, overweight and/or eating disorders in a holistic way. Therefore, we believe that our service might achieve to make competition

irrelevant, to get a unique position on the market. To further illustrate this, we elaborated a positioning map, based on the categories and price of the services:



Our goal is to position *Ek'Balam Clinic for Young Girls* as a premium and exclusive holistic service to treat obesity, overweight and eating disorders.

During the first year of the business, we will target young women between the ages of 19 and 24 years old, who suffer from obesity, overweight and/or eating disorders, and belong to high-income and/or wealthy families. Afterwards, we plan to expand our customer basis not only by means of our marketing activities, but also expanding the age range of our target customers.

SECTION 3: CONTENTS OF THE MARKETING STRATEGY

3.1. METHOD OF SALES AND SALES STRATEGY

Sales are planned to be done through networking and PR. Before opening our facilities in Sabancuy, we plan to have a six-month PR intense activity, where we will visit our potential strategic partners to introduce and advertise our service. Once we built a reasonable network and created some awareness and interest in our potential clients, we will start an intense promotion targeting our final customers, hence, during this period we will attend high class educational institutions, family sport clubs and alike, to promote our service to the final consumers.

During the first stage of the business, we will sale our services on a one on one customer basis. However, during the second to third year, we might consider having group packages or some kind of promotion package for our closest strategic partners.

3.2. PRICING POLICY

Our pricing strategy will be made by calculating the costs of providing the service, including advertising, marketing efforts, etc. plus the profit we seek to earn. Similarly, the price will be set on a premium basis, since we are appealing to the consumerism characteristic of our target customers, who take a high price as synonym of exclusivity, quality and status. However, in order to promote sales and increase awareness we might adjust the price to reduce the profits during the first state of the business. In any case, the costs will be kept as low as possible, cutting out the unnecessary expenses as they arise.

3.3. BRANDING

Our brand *Ek'Balam Clinic for Young Girls* is composed by two parts: **i)** the name “Ek'Balam” which is a Mayan landmark known as “the place of stars and jaguars”, since “ek” means “star” and “balam” means “jaguar; and **ii)** the phrase “Clinic for Young Girls”.

We decided to combine these two languages to create in the mind of our consumers a sense of uniqueness and exclusivity. Mexicans are very proud of their indigenous ancestors and cultures, being Mayans the second strongest culture within the Mexican territory, due to their cultural heritage, size, power and world-fame. They use to live in the southern part of Mexico and other Central American countries. Hence, this territory is plagued with Mayan culture. As we mentioned before in our psychographic analysis of our target segment, Cancun, which is also in the south of Mexico, is one of the hottest vocational destination for our target customers. In this place, we can find world-class grand tourism hotels identified by Mayan names or allusive to the Mayan culture; therefore, in the mind of Mexican consumers, Mayan language, culture and names have a positive connotation and are associated with exclusiveness.

On the other hand, we complemented the brand name with the phrase “Clinic for Young Girls” since using a foreign language in Mexico; particularly English is also a symbol of exclusiveness and status.

Since the brand is new as well as the service, we decided to create an alluring brand to attract our desired customers. Of course, once we create awareness among our niche market about the existence of our service, we aim to position and strengthen our brand, but due to the nature of our service and niche market we need to use previous customers’ feedback and positive comments about our service, in order to achieve the aforementioned branding goals.

3.4. ADVERTISING STRATEGY

For our advertising strategy we want to reach our customers through different media that we divided as follows:

a. One on one (customer). This type of advertising will be mostly made through PR and sales efforts, since we will try to reach our final customers in order to introduce the product and create a need in the customer to acquire it. The willingness of the customer to undergo our program is crucial for the success and effectiveness of the same, so it is fundamental to

have direct contact with the customer during the purchasing process and before starting the program.

b. Through our strategic partners. By introducing the service to our strategic partners, we aim to convey them the importance and uniqueness of our program, hence, once they adopt our vision they might become natural advertisers for our service.

c. Internet social networks and viral marketing. Through this type of advertisement we aim to reach directly our final customers, since young adults in Mexico are currently very engaged with the use of social networking, hence, we believe that this media would prove to be useful and effective in the long-run.

d. Website. We plan to develop a website with all the information about the business, the facilities, the program, some sections providing useful information for our previous, current and future customers, and after providing the first programs, we will include the customers' feedback in a "true story" section to encourage new users to undergo our program. The website will be a priority in our marketing and advertisement strategy, and we will ideally link it with the hottest social networks, without making our customers feel the service is not exclusive or premium anymore.

PART III: FINANCIAL DOCUMENT

SECTION 1: CASH FLOW STATEMENT

* Please see attachment A

SECTION 2: THREE-YEAR INCOME PROJECTION

THREE YEAR INCOME PROJECTION

E'k Balam Clinic for Young Women

	YEAR 1 2013	YEAR 2 2014	YEAR 3 2015	TOTAL 3 YEARS
INCOME				
1. SALES REVENUE	500,000	540,000	595,000	1,635,000
2. Costs of Goods Sold	58,235	30,000	30,251	118,486
3. Purchases	35,570	36,100	40,000	111,670
3. GROSS PROFIT ON SALES	406,195	473,900	524,749	1,404,844
EXPENSES				
1. VARIABLE (Selling)	29,165	31,290	33,100	93,555
a. Advertising	7,340	8,000	8,600	23,940
b. Sales / Salaries	15,400	16,200	17,000	48,600
c. Travel	1,125	2,090	2,500	5,715
d. Miscellaneous Variable Expenses	300	0	0	300
e. Depreciation (Prod/Serv/Assets)	5,000	5,000	5,000	15,000
2. FIXED (Administrative)	39,500	43,500	46,100	129,100
a. Office Salaries	14,000	17,500	20,000	51,500
b. Rent Expenses	22,500	22,500	22,500	67,500
c. Utilities	3,000	3,500	3,600	10,100
d. Miscellaneous Fixed Expenses	0	0	0	0
e. Depreciation (Office Equipment)	4,600	3,400	2,800	10,800
TOTAL OPERATING EXPENSES	68,665	74,790	79,200	222,655
NET INCOME OPERATIONS	337,530	399,110	445,549	1,182,189
OTHER INCOME (Interest Income)	5,000	5,000	5,000	15,000
OTHER EXPENSE (Interest Expense)	7,000	5,000	4,000	16,000
NET PROFIT (LOSS) BEFORE TAXES	335,530	397,110	443,549	1,176,189
TAXES 1. Federal, Employment	21,700	24,200	28,500	74,400
2. State	4,300	4,800	5,700	14,800

3. Local	0	0	0	0
NET PROFIT (LOSS) AFTER TAXES	309,530	368,110	409,349	1,086,989

SECTION 3: BREAK EVEN ANALYSIS

Calculated at:

Fixed costs: 129,100

Variable Cost (per unit): 2000

Selling Price (per unit): 1000

Time Period: Monthly

Monthly Break Even at 44 Units

