

Hoops for Hope

A business research project conducted
for the purpose of improving a
basketball training business



Austin Zhou
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(January–May 2022)



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Interactive Qualifying Project Report completed in partial fulfillment of the Bachelor of Science degree at Worcester Polytechnic Institute, Worcester, MA

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May 3, 2022

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Abstract



Founded in 2015, Purpose Driven Performance (PDP) is a basketball skill development business started by basketball trainer Brandon Ball. Brandon is a well-known and well-respected trainer in the Boston area, having developed and mentored several NBA, professional and division one players, including Terrence Clarke (Kentucky), Bensley Joseph (University of Miami), and Akeem Williams (UMass Lowell) to name a few. While Brandon continues to sharpen his skill set as a trainer and life mentor, PDP has not yet fully translated his unique talent into business success. In this Interdisciplinary Qualifying Project, "Hoops for Hope", the team aims to use well-documented research, professional insight, and problem solving to provide business solutions that will help grow PDP to its full business potential.



Acknowledgments



The team would like to take the time to thank everyone who helped and supported the work done for this IQP. Our advisors, Robert Sarnie, James Ryan, and Edward Gonsalves provided us constant guidance, encouragement and support that we needed to stay on track, and produce a final project that we were happy with. Outside of our advisors, many WPI faculty (including Christopher Bartley, Cherise Galasso, Paula Fitzpatrick, Rosanna Garcia) enthusiastically offered their expertise for various athletic and business topics. For that, we are very thankful. We are also very appreciative Tim Jones (One Vision Training) for offering his insights and experiences on developing a basketball training business. From Purpose Driven Performance, we would obviously like to thank Brandon Ball for sponsoring and opening up his business to be the central focus of this project.

Executive Summary



This Interdisciplinary Qualifying Project seeks to:

- 1) Define the business foundations and goals for social impact for Purpose Driven Performance
- 2) Analyze the current business and provide insightful and valuable solutions that will help take the business to the next level
- 3) Explore the basketball training industry to understand Purpose Driven Performance's niche within the market

Executive Summary



The paper is divided into 7 sections, each focused on a different aspect of business development. The topics included are: Data Collection, Business Processes, Business Foundations, Marketing, Alternative Revenue Streams, Business Structures, and Curriculum Interviews. Within each section, the paper aims to answer 3 main questions:

What is the business currently like in the topic area?

Why is the topic important to the business' success?

What are the proposed solutions?

Furthermore, the paper documents the process for conducting research, gathering professional insight, and problem solving at each stage of the project. In doing so, this paper will not only educate about the problems and solutions discovered for running a basketball training business, but also about the methods and procedures used for making said discoveries.

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Introduction

PDP Origins



Born in Compton, California, but raised in Lansing, Michigan, Brandon Ball grew up immersed in the game of basketball. He remembers hanging out at Magic Johnson's house as child, while his father washed Magic's cars. He would study Magic's collection of old game films believing that one day it would be him in those films. Like any true hooper, he stayed in the gym perfecting his craft and becoming a student of the game. His love and dedication to his craft ultimately paid off, as he earned All-City and All-State accolades during his junior and senior year of high school. Brandon went on to play at a scholarship level at Saginaw Valley Tech, and eventually Michigan Tech.

After playing collegiate basketball and earning a bachelor's degree in business administration and marketing at Michigan Tech, he played professionally for several minor league teams. In 2012, he made the difficult decision to quit playing professionally, because he was not making enough money to comfortably buy a house and start saving for the future.

PDP Origins



After moving away from his professional basketball career, Brandon began working full time as a real estate agent, while continuing to play recreationally and giving private lessons on the side. Upon realizing his natural talent for understanding a player's game, knowing how to develop it, and easily building connections with clients, Brandon began to take his training business more seriously. He got recruited to be a coach on CoachUp, a then start-up web app that connects trainers and clients, by CoachUp co-founder Jordan Fliegel (see Appendix A for CoachUp more information about CoachUp).

Brandon quickly became one of the most popular coaches on the platform, building up enough clients that he could financially support himself primarily through giving lessons. In 2014, he was hired by CoachUp serving as a basketball community manager.

In time, Brandon felt that the corporate route was not for him and that he could make much more of an impact by training full time. Thus, he parted ways with CoachUp. After securing a new gym location at Jubilee Christian Church, he started up his own company Purpose Driven Performance.

The Purpose Driven Dream



“Not only are you touching kids’ lives and helping kids build confidence and just really being able to give back, but I get to earn an income doing my passion... The things that I really enjoy are motivating and pushing people and getting them to understand that we’re capable of much more than we believe of ourselves.”

- Brandon Ball

The Purpose Driven Dream

Brandon hopes to one day see PDP grow into an organization like the Boys and Girls Club of America. He wants student-athletes to have a space, where they are pushed to continually work on themselves on and off the court. The main goal is to get these young individuals to see the potential in themselves and motivate them to work towards achieving their goals. In addition to on-court training, he wants to provide academic tutoring and lessons on topics like mindfulness and chess – pillars of his philosophy for mental development. For those from underprivileged backgrounds, Brandon wants to provide scholarships and aid to help send student-athletes to prep schools and colleges to further pursue their dreams. Eventually, he envisions establishing PDP locations nationwide, in cities like Atlanta, Detroit, Houston, Los Angeles etc.



Figure 1: Chess Match



Brandon uses chess to teach players anticipation and deception, areas that the best basketball players excel in on the court.

Business Overview



Brandon currently operates PDP by himself and with the help of an administrative assistant. The assistant, a college student, helps Brandon take care of scheduling clients and tracking payments remotely. This helps take some of the business workload off of Brandon, so he can focus on training.

On a typical week, the business operates from Monday to Saturday at Jubilee Christian Church in Stoughton, MA. Brandon splits his training time between individual and group sessions. From Monday to Friday, he does three one hour individual trainings in the afternoon and three one hour and fifteen minute group sessions in the evening. On Saturdays, he does individuals from 11:30am to 5:30pm. In the summer and during school vacations, Brandon will add earlier individual times. Although Brandon tries his best to maintain this six day schedule, life events sometimes take priority over the business, and he is sometimes forced to cancel sessions.

Business Overview



PDP's current pricing model consists of three different package options: the individual package, the group package, and the monthly group membership. The individual and group packages come in sets of five sessions. The client pays for these sessions up front, and the scheduler helps keep track of each session done until the package runs out. The monthly group membership gives clients three scheduled group workouts per week for four weeks.

PDP accepts payments via cash, check, Cash App, Venmo, and Zelle. These payments are all collected by Brandon in person or sent to his personal accounts. In this manner, the scheduler does not see these transactions, but rather confirms them with Brandon.

For scheduling, questions, and information, clients interact directly with the assistant who in turn relays information to Brandon.

Methodology



IRB Approval



Client and Expert Interviews

IRB Approval



Before conducting client interviews, the team completed the Institutional Review Board (IRB) Approval for interview questions and data recording methodologies. The purpose of this approval was to determine whether the questions and methods that the team planned to use were ethical and did not cause harm to any of the subjects. The IRB approval process required the team to create a proposal that highlighted the types of questions that would be asked, how answers would be used, and the methods used to record said answers. The team received IRB approval on March 6th, before the first round of faculty and client interviews.

WORCESTER POLYTECHNIC INSTITUTE

100 INSTITUTE ROAD, WORCESTER MA 01609 USA

Institutional Review Board

FWA #00030698 - HHS #00007374

Notification of IRB Approval

Date: 06-Mar-2022

PI: Robert Sarnie
Protocol Number: IRB-22-0386
Protocol Title: Hoops for Hope

Approved Study Personnel: Sseruwagi, Benjamin B~Sarnie, Robert~Zhou, Austin~Ryan, James~

Effective Date: 06-Mar-2022

Exemption Category: 2

Sponsor*:

The WPI Institutional Review Board (IRB) has reviewed the materials submitted with regard to the above-mentioned protocol. We have determined that this research is exempt from further IRB review under 45 CFR § 46.104 (d). For a detailed description of the categories of exempt research, please refer to the [IRB website](#).

The study is approved indefinitely unless terminated sooner (in writing) by yourself or the WPI IRB. Amendments or changes to the research that might alter this specific approval must be submitted to the WPI IRB for review and may require a full IRB application in order for the research to continue. You are also required to report any adverse events with regard to your study subjects or their data.

Changes to the research which might affect its exempt status must be submitted to the WPI IRB for review and approval before such changes are put into practice. A full IRB application may be required in order for the research to continue.

Please contact the IRB at irb@wpi.edu if you have any questions.

Figure 2: IRB Approval Notice

Client and Expert Interviews



The team conducted two types of interviews for the project: **client feedback interviews** and **expert interviews**.

For the client feedback interviews, the team focused on learning about what clients liked and disliked about PDP's overall customer experience.

In the expert interviews, the team gave a brief background about the business and project, then allowed for the experts to give their professional insight with the help of guiding questions.

The team placed an emphasis on asking **open ended and unbiased questions** to ensure that the conversations flowed smoothly and that subjects were not limited in what they had to say.

The team conducted all interviews **in person**, with one team member facilitating and the other team member recording answers. Each subject signed a consent form to comply with the IRB interview process.



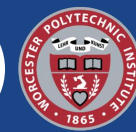
Section 1: Data Collection

Data Collection



The team decided to start off with gathering and analyzing data about PDP's revenue and demographics, in an effort to better understand how well the business is performing and who the business caters to.

Data Collection Process



Currently, PDP does not have an efficient and highly accurate process for keeping record of clients, payments, and sessions. All of this information is entered and updated manually into documents and spreadsheets.

The team started off with looking at a list of clients that was updated as of September 2021 (Figure 1). This list contained: athletes' names, their parents' names, their grade, and whether they did individuals, groups, or both. Using this list, the team graphed the grade breakdown of all clients and the percentage of clients that did individuals, groups, or both.

| Athlete | Parent | Grade | Type | Recent Date |
|---------------|---------------|-------|--------------------|-------------|
| Abdur | Jason | | 9 Group | Aug (2021) |
| Adriel | | | Individual | May (2021) |
| Aiden | Margie | | 7 Group | Active |
| Aiden | Kevin Holness | | 7 Group | Sept (2021) |
| Aiden | Leigh Knight | | 8 Group | Jan (2022) |
| Aiden Pires | Margarida | | 8 Group | Active |
| AJ | Ace | | 8 Group | Active |
| Alex | Trina | | 7 Group | Active |
| Alex Thelusme | | | 8 Group/Individual | Active |
| Alexe | Wendy | | 8 Group | Active |
| Alexi | Polina | | 6 Individual | Nov (2021) |
| Amari | Cheralyn | | 10 Group | Sept (2021) |
| Andrew | Michael | | Individual | Active |
| Anthony | Rose | | 8 Group | Dec (2021) |
| Anthony | Katie | | 8 Individual | Active |
| Anthony | Rose | | 9 Group | Dec (2021) |
| Antonio | Tony | | 8 Group/Individual | Active |
| Armani | Rick | | 8 Group | Jan (2022) |
| Braylon | Marvin | | 7 Group | Nov (2021) |
| Brodie | Tracey | | 5 Group/Individual | Active |
| Bryce | Chris Ketchen | | 8 Group/Individual | Active |
| Caden Simmons | Rayna | | 8 Individual | Dec (2021) |
| Cam | Donald Cost | | 10 Individual | Nov (2021) |
| Casey Simmons | Rayna | | 12 Individual | May (2021) |
| Cesar | Cesar | | 8 Group | Active |

Figure 3: Client List

Data Collection Process



Next up, the group wanted to look at the monthly revenue for PDP for the past year. Unfortunately, the team did not have access to Brandon's payment collection accounts. For this reason, the team decided to estimate the monthly revenue. Using the PDP schedule (Figure 2), the team tracked the number of clients registered for individual and group sessions and used a cost formula that added \$60 per individual session, \$35 per group session, \$280 per monthly member. Any client who completed two or three group sessions in a week for three consecutive weeks was considered a monthly membership client.



Spring Individual Schedule

Week of: 4/18/22-4/23/22

Monday

1:00 Zedy (confirmed)
2:00 CJ (confirmed)
3:00 Kymani (confirmed)
4:00 Joseph (confirmed)

Tuesday

2:00 Antonio (confirmed)
3:00 Armani (confirmed)
4:00 Amir/Thomas (confirmed)

Wednesday

12:00 Andrew (confirmed)
1:00 Jayden-Teodris (confirmed)
2:00 Zedy (confirmed)
3:00 Andre (confirmed)
4:00 Taylor + CJ (confirmed)

Thursday

11:00 Jayden (confirmed)
12:00 Kayden (confirmed)
1:00 Antonio (confirmed)
2:00 Michael M (confirmed)
3:00 Sam (confirmed)
4:00 Sam (confirmed)

Friday

2:00 Justin (confirmed)
3:00 Michael (confirmed)
4:00 Zedy (confirmed)

Saturday

9:30 Teagan (confirmed)
10:30 Andre (confirmed)
11:30 Jayden (confirmed)
12:30
1:30
2:30
3:30
4:30
5:30

Notes

Text John Fortes, Michael (Andrew)

Figure 4:
PDP Schedule

Training Breakdown

From January 2021 to December 2021, PDP trained 114 athletes, 38 of which were currently active. Of these athletes, 42% of them participated in individual workouts only, 42% of them participated in group workouts only, and 16% of them participated in both.



Athlete Training Type Breakdown

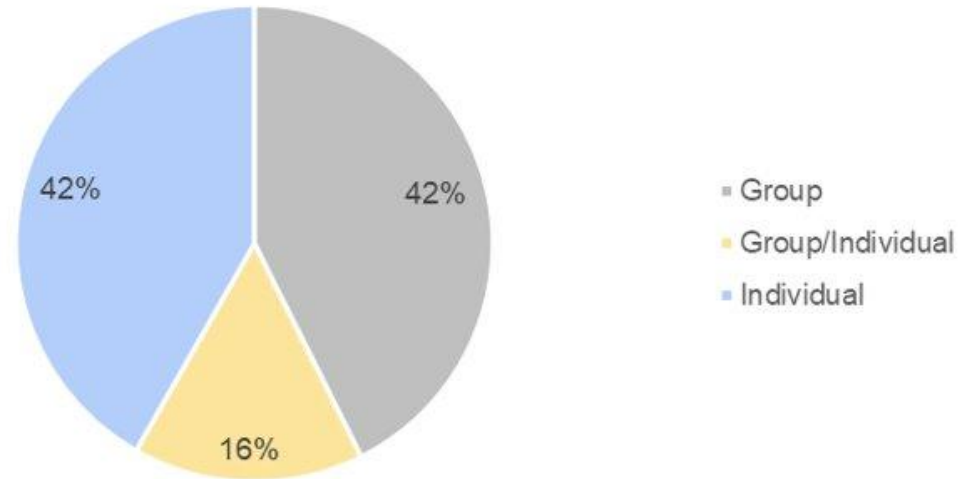


Figure 5: Athlete Training Type

Training Breakdown: Data Conclusions



The group found this information to be rather surprising. One would have predicted that there would be more clients doing group sessions over individuals, because group sessions naturally have a larger capacity. Digging a little deeper, the team noticed that there were many individual clients that only did two or three sessions before leaving PDP. In this sense, clients that only do individuals have a lower retention rate than clients who join groups. This assumption makes sense, because Brandon typically has new clients do at least three individual sessions before moving on to groups. If a client does end up dropping, it is at the early stages, before they even end up in groups.

Grade Breakdown

Middle school aged athletes are the most common demographic for PDP, specifically grades seven and eight.

There is a noticeable drop off when athletes reach high school.



Athlete Grade Breakdown

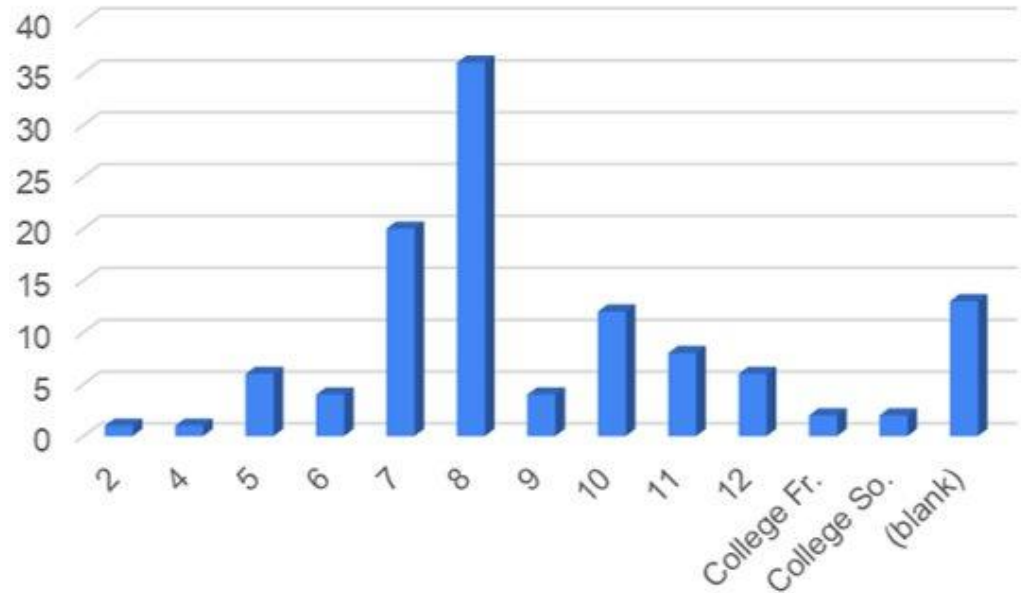


Figure 6: Athlete Grade Breakdown

Grade Breakdown: Data Conclusions



The trend for drop off in numbers for high schoolers was an area of interest for the team. PDP does not explicitly ask clients why they are leaving. However, from discussion with parents, the scheduler assumes that the drop off in training at the high school level is due to added responsibility/activities for athletes. Also at some points, athletes quit basketball completely.

Yellowbrick, a national psychiatric center, conducted a poll that found that 70 percent of kids in the United States stop playing organized sports by the age of 13 (Yellowbrick, 2016). The main reasons stated are “that sports are no longer fun”, “culture does not support kids playing sports for the fun of it”, “there is a clear push for kids to specialize”, and that “there is a cost to being competitive” (Miner, 2016).

PDP should make note of this, because it impacts how they should approach their clientele. It is important to bear in mind that most clients that come to train are committed to basketball, shown by their willingness to get their parents to pay for training. However as athletes mature, they may lose interest in basketball and not take it as serious. In this sense, the business will inevitably experience drop-off as clients get older.

Revenue Breakdown



The team tracked monthly revenue starting from September 2020 to January 2022.

Monthly revenue fluctuates between seasons. In the months researched, PDP saw a decreasing trend in revenue.

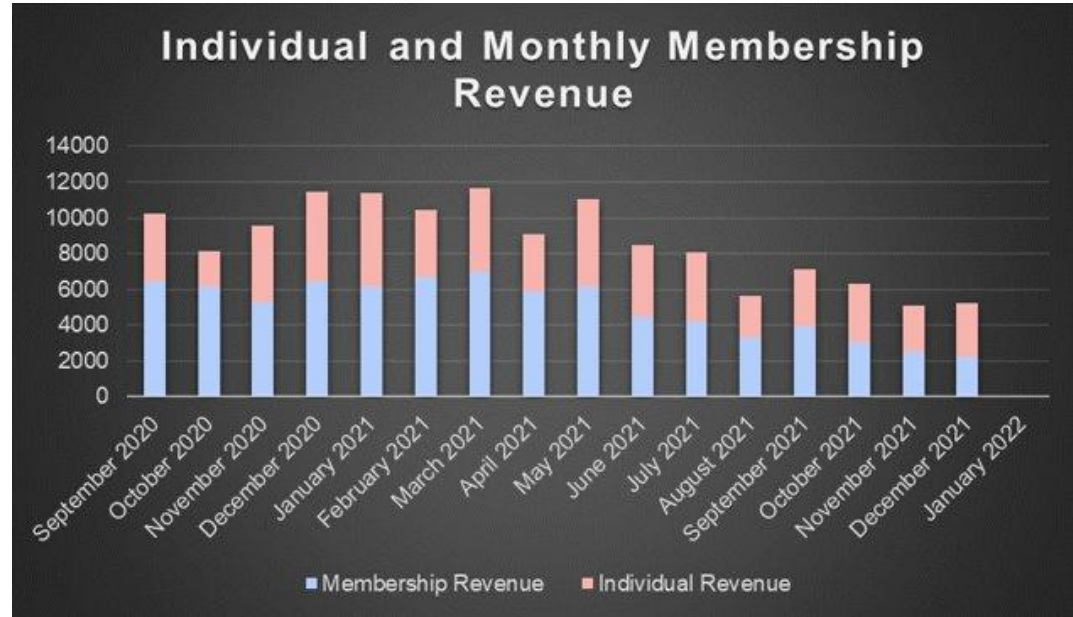


Figure 7: PDP Monthly Revenue

Monthly Revenue: Data Conclusions



The first piece of information that stood out from the revenue breakdown was that there is a decreasing trend in revenue throughout 2021. Digging deeper, the group uncovered two key reasons.

First off, Brandon had many life events to attend to during the summer of 2021. For this reason, he was not in the gym for a portion of the summer. According to Brandon, summer is usually the most profitable season for PDP, because athletes are out of school. However, PDP was not able to capitalize fully on that due to those unforeseen circumstances.

Secondly, the administrative assistant notes that the schedule is not always completely accurate. Because the schedule is currently posted on a Google Slides slideshow, the assistant copy and pastes the group schedule for every new week. In doing so, errors often occur as he may forget to remove clients that are not scheduled or have not been training for some time. The assistant added that this error happened often in the schedules dated from the end of 2020 and early 2021. Therefore, the revenue calculations may have been boosted during that time period.

Monthly Revenue: Data Conclusions



Another conclusion deduced from the monthly revenue analysis is that group sessions generate more revenue than individuals. Brandon can train up to six athletes in a group for a rate of \$24-\$35 per athlete for a total earning potential of \$144-\$210 per session. This is higher than the \$60-\$120 earning potential for individuals (see table 1). It is important to note that group sessions are slightly longer (one hour and fifteen minutes) than individual sessions (one hour). Obviously, there is a difference between earning potential and actual revenue generated. PDP's ability to fill the schedule determines how much revenue the business can generate.

Table 1: Individual/Group Rate Calculation Table

| Package Type | Cost | Cost per Session | Earning Potential per session |
|--|-------------|-------------------------|--------------------------------------|
| Group Package (5 Sessions) | \$175 | \$35 | \$210 |
| Monthly Membership | \$280 | \$24 | \$144 |
| Individual Package (5 Sessions) | \$300 | \$60 | \$60-120 |

*Note in some instances, Brandon will have two clients go at once for an individual. In these cases, he ensures that both clients are ok with going together and that they are at similar skill levels.

Data Collection Solution



One issue that the team noticed when using PDP’s client list is that the list did not contain any contact information for clients, like phone number and email. Furthermore, in many cases, the list was missing information, like parent name and grade. The group proposed that PDP use Google Forms to collect client information. Using forms, the assistant can send clients a link to fill out a contact form. The contact forms can easily be exported onto a Google Sheets to create a client list.

A screenshot of a Google Form titled "Purpose Driven Performance Contact information". The form is displayed on a mobile device. At the top, it shows the user's email address "zhoua2000@gmail.com (not shared)" with a "Switch account" link and a red asterisk indicating a required field. Below this are six text input fields, each with a red asterisk indicating a required field: "Athlete Full Name", "Athlete Grade", "Primary Contact Name", "Email", and "Phone number". Each field has a "Your answer" label and a horizontal line for text entry.

Figure 8: Example PDP Google Form



Section 2: Current Business Processes

Current Business Processes



In order to understand areas where PDP can optimize its procedures, the team analyzed all of PDP's current business processes using a collection of process maps. Upon recognizing the issues with current processes, the team mapped out business needs and sought to find most ideal solutions.

Scheduling Process Map

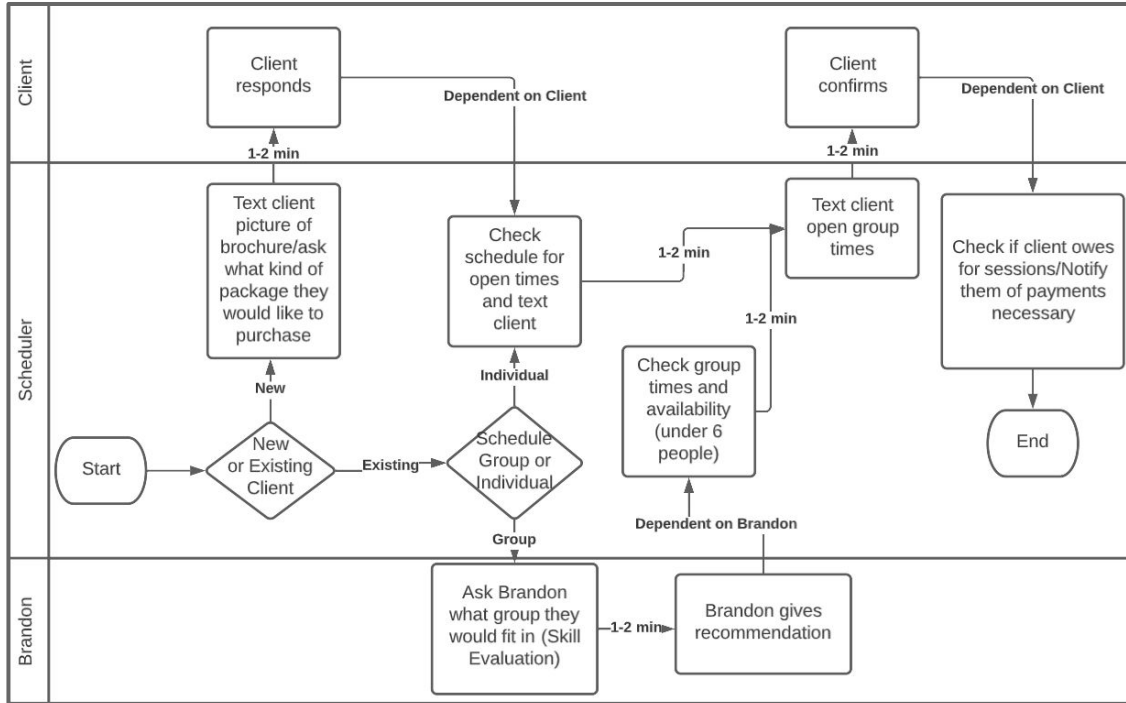


Figure 9: Scheduling Process Map

With the current scheduling system, the PDP assistant uses Google Slides to record schedules and the contact information of PDP clients. The assistant schedules week by week and typically does most of the scheduling for the upcoming week on Sunday. The process takes around two hours, but depends on how long it takes clients to text back. The assistant uses Google Slides, because the the schedule can be easily shared with Brandon.

Scheduling Process Issues



The main issue that the team noticed was that there is a lot of back and forth between the client, Brandon, and the assistant in the scheduling process. The assistant points out that many times there are also gaps in the response times with the clients and Brandon. He finds this frustrating at times, because the delay in response means that he is always getting the scheduling work done on other people's time. When scheduling up to forty clients at one time, this can obviously become a tedious process.

Additionally, the scheduler helped point out a couple of other issues. First off, he notes that cancellations are sometimes an issue, especially with groups. Clients will text on the day of to cancel a session, which leaves no time for the assistant to schedule another client to fill the slot. Another issue that he points out is that in the case of cancelled sessions, he will text Brandon to notify of the cancellation; however he sometimes does not go into the schedule to note the cancelled session. For group sessions, clients will sometimes not even text the assistant that they are not going.

Scheduling Process Issues



The assistant tries not to book too far in advance, because Brandon's schedule is subject to change and also because creating too many slides ahead of the current week may cause confusion in the Google Slides document. Booking week to week becomes an issue when the scheduler may be busy on a particular Sunday, and when clients want to book for a couple of weeks in advance. In the case that he is busy, the assistant tries to schedule for the following week on Friday or Saturday. For clients that want to book in the future, the scheduler either makes a note of it or tells the client to reach back out to him on a closer date.

One last issue that the assistant pointed out is that PDP does not have their own phone number. He uses his own personal phone for scheduling and keeps all business related documents on his own Gmail account. At times, he notes that the clutter in his phone, as a result of this, leads him to miss text messages and phone calls from clients. Another issue that may arise is that in the case that Brandon switches assistants, the new assistant would have to manually input all new numbers into their own personal phone

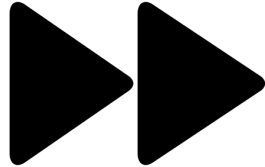
Scheduling Solution Needs



In response to issues that the team found, they created a list of needs for a better scheduling process:



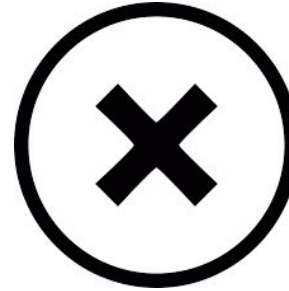
Mitigated back and forth during scheduling



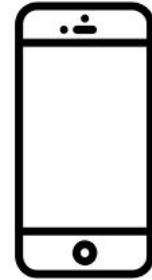
Schedule weeks out in advance



Session attendance view



Cancellation policy



Company iPhone

Payment Process Map

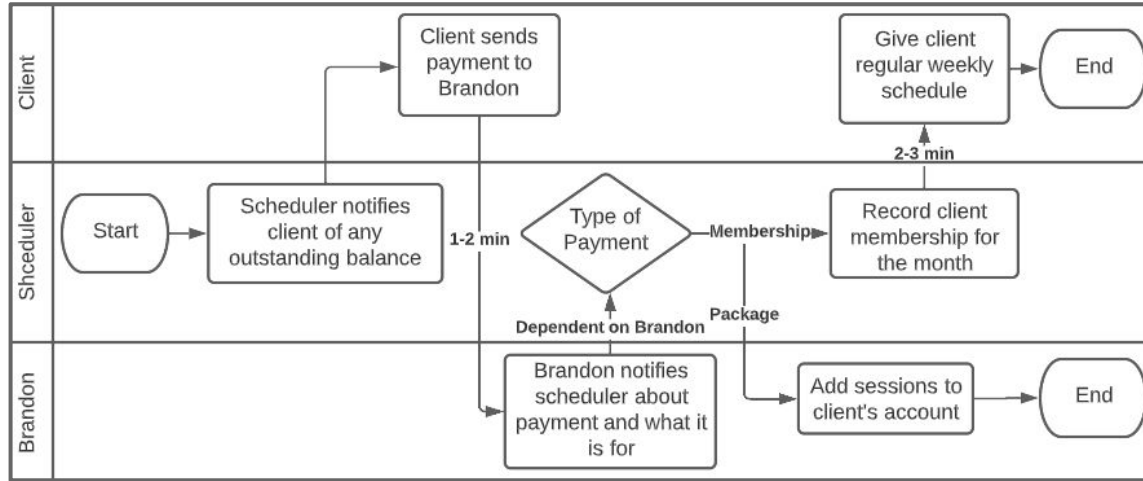


Figure 10: Payment Process Map

Currently, clients directly pay Brandon via Venmo, CashApp, Zelle, cash, or check. Because cash and check payments are made in person, and Brandon's Venmo, CashApp, and Zelle are private, the assistant does not see any payments made. Clients will either text the assistant for confirmation of a payment or the assistant will text Brandon to ask for confirmation. Payments are supposed to be recorded to a Google tracking sheet.

Payment Collection Issues



The most glaring issue with the payment collection process is that payments and completed sessions do not get recorded regularly into the Google tracking sheets. For this reason, the assistant and Brandon are almost guessing when a client has an outstanding balance. In order to figure out whether or not a client owes, the assistant either texts Brandon or the client to find out the client's last payment date. He then goes back through texts to count the number of workouts completed since the date of that last payment. This in itself is a very tedious process for the assistant. In many cases, the client does not realize that they owe, until notified by the assistant. If the assistant and Brandon do not stay on top of sessions, then Brandon is essentially giving away free sessions. Moreover, when the assistant has to reach out to clients to find out if they paid, it relays a level of unprofessionalism for the business; it shows that the business is not well organized.

For monthly membership, the assistant notes that staggered start dates are tough to keep track of. Add in weeks that Brandon misses, and then it becomes extremely difficult to track when a client's membership runs out.

Payment Solution Needs



In response to issues that the team found, they created a list of needs for a better payment tracking process:



Revenue Data (total revenue by month, quarter, etc.)



Payment visibility between assistant, Brandon, and client



Tracking for membership start and expiration date



Tracking for completed sessions

The Glofox Solution

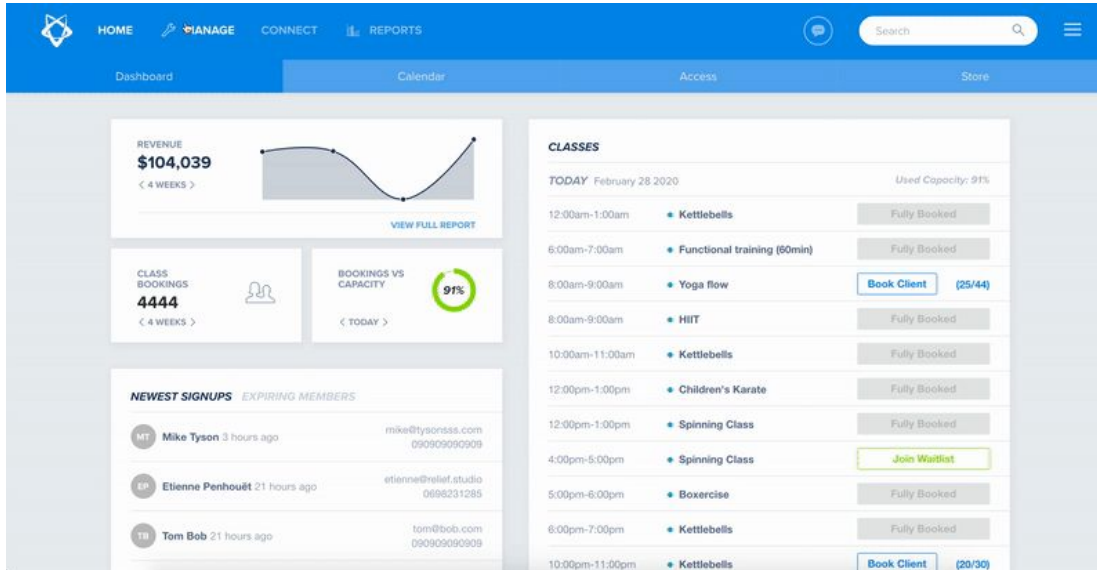


Figure 11: Glofox Dashboard

Glofox is a scheduling assistant software developed specifically for gym management. The software has a multitude of features including: individual and group scheduling, attendance tracking, and client reports. While there are many scheduling softwares on the market, Glofox stood out, because its features are most tailored to PDP's payment and scheduling requirements.

Why Glowfox?



Balance between manual and automated scheduling

A completely automated scheduling system, where the client can book open times, would not work for PDP, because there are scheduling requirements that Brandon wants to ensure. First off, there are different level middle and high school groups. In the case that a client is not skilled enough to join a certain group, Brandon does not want the client to have to ability to book for that group. Secondly, Brandon only has a limited amount of individual times available each week. For this reason, he typically likes to limit clients to one or two individuals per week, so that more clients have a chance to get in.

With Glowfox, PDP can block out certain group and individual times for specific clients. In this manner, the assistant is still engaged with the scheduling, but does not have to individually reach out to each client to schedule; he essentially manages the visibility of sessions for all clients. Another added bonus is that the app has a feature that limits how close and far in advance clients can schedule for sessions.

Why Glowfox?



Credit Pack and Memberships

Glowfox has a built-in credit pack and monthly membership feature. Clients can directly make purchases through a link and have their purchases directly accredited to their account. With each completed session, credits will automatically be deducted from a client's account, thus completely eliminating the need for the assistant to count sessions.

For monthly memberships, Glowfox allows for clients to subscribe to a monthly billing cycle. Instead of reminding clients to pay every month, the business would automatically collect payment at the start of every monthly cycle. This makes things convenient for both the clients and assistant.

Media 1: Glofox Monthly Membership



The following video provides a more detailed rundown on the monthly membership features.

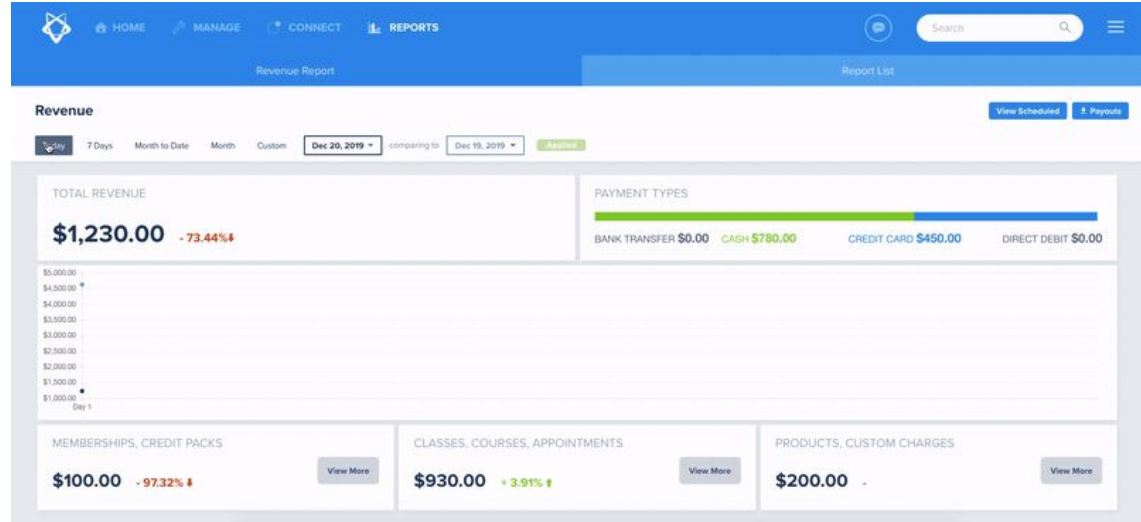
Why Glowfox?



Payment Visibility

A business Glowfox account would grant both Brandon and the assistant visibility to client payments. From the customer end, the client would receive an email reminder notifying them to make a payment on a low balance of credits or expiring membership. This is a more efficient and professional system than the current text reminder by the assistant.

Figure 12: Glofox Revenue Dashboard



Furthermore, Glowfox supports complete dashboard customizability for revenue. In this sense, not only would PDP have fully up-to-date data on its revenue, but also the ability to display revenue breakdown by workout type, time period, client, etc.

Why Glowfox?



Other Helpful Features

Glowfox also allows businesses to adjust the timetable for which a client can cancel. When a client cancels too many times, there is an option to block them from registering for more classes

A variety of payment types are accepted including: all major credit cards, bank transfers, Apple Pay, and Google Pay.

After a customer makes a payment, Glowfox will automatically send the customer a personalized receipt for their payment.

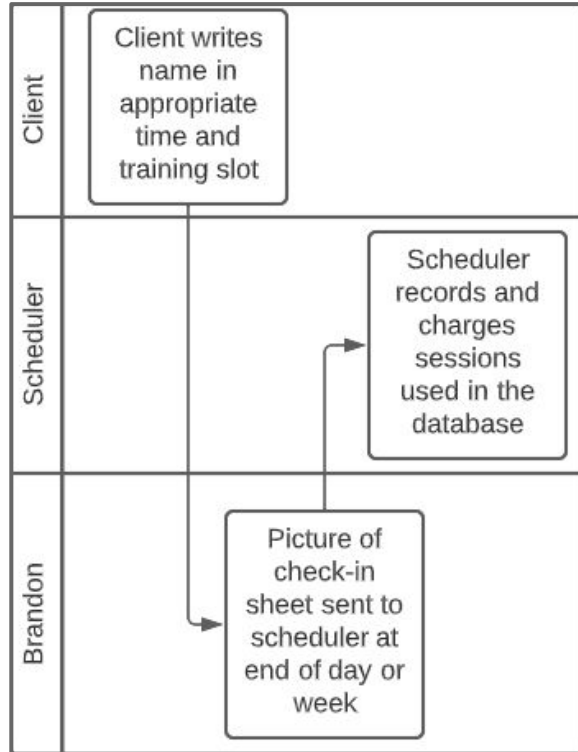
In the case that PDP does not deliver on its service, Glowfox has the capability to issue credit back refunds by partial and full amounts.

Media 2: Glofox Detailed Rundown



The following video provides a more detailed rundown of Glowfox and all of its features.

Tracking Solution: Check In Process



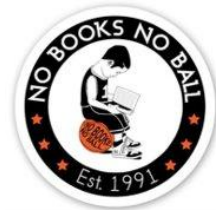
In some cases, clients will show up to groups that they did not schedule for. Because Brandon is constantly rotating between groups, he does not have time to check every client into the gym. The check in process is another solution that the team developed to help alleviate this issue. In this process, Brandon would have a sign in sheet set up at the gym for all clients to sign when they come in. At the end of the week, Brandon takes a picture of the sheet and sends it to the scheduler. The biggest advantage of a sign in sheet is that it brings clarity to the assistant on which clients actually showed up to a session. At the end of the week, the scheduler can use the check in sheet to confirm the attendance for clients with the Glowfox app.

Figure 13: Check In Process Map



Section 3: Business Foundations

Case Examples for Business Foundations



Case Examples for Business Foundations



Through talking with Brandon, the team gained a better sense of what the company stood for. While most clients can pick up on Brandon's motivations and values throughout their workouts, people from outside of Brandon's circle may not appreciate the complete idea behind PDP.

For this reason, the group decided to formally draft these ideas for future employees, sponsors, and clients to understand what the company stands for. The team looked at 3 companies with similar visions and beliefs to draw inspiration from. They then used those examples, along with Brandon's insight, to formulate PDP's core values, mission statement, and vision.

Boys & Girls Club

Boys & Girls Club is one of the largest youth development centers in America. They are a national organization with local chapters that provide after school programs, mentors, and services for kids.



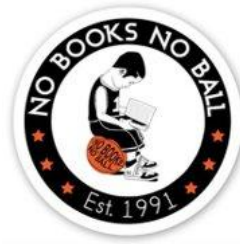
Core Values: Integrity, Collaboration, Accountability, Respect, Excellence

Mission Statement: To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

Vision: Provide a world-class club experience that assures success is within reach of every young person who enters our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

No Books No Ball

No Books No Ball is a Boston-based organization that uses basketball as a tool to teach children sportsmanship, athletic ability, and academics through teamwork, coaching and mentoring provided by volunteer role models.



Core Values: Cooperate, Be Creative, Keep an Open Mind, Accept Responsibility, Have Concern for Others

Mission Statement: To increase the high school graduation rate of at risk children and others within the communities that we serve.

Vision: Providing children and adolescents mentorship opportunities, the chance to participate in community service projects and, above all, give them a safe place to play.

Steel Sports

Steel sports is a social impact organization that is dedicated to building a new standard in youth sports and coaching and developing the next generation of leaders while creating a positive experience for over 100,000 athletes and their families each year.



Core Values: Teamwork, Respect, Integrity, Commitment

Mission Statement: To provide all youth the opportunity to develop as athletes and as people through sports related education and competition.

Vision: Establish the “Steel” standard in youth sports and coaching... we will forge the next generation of leaders, on and off the field.

Case Example Conclusions



In reading through each company's values, mission statement, and vision statement, the group gained a better sense for how each piece ties into the complete understanding of a company.

Values are the priorities of the company, what the company believes in.

A mission statement should encompass what the company's operating purpose is. These organizations all have an explicit goal for what their company is working towards.

The vision statement has more to do with where the organization's' desired position in the future. Professor Ryan notes that a vision answers the "how?" question, in comparison to the mission statement answering the "what?" question.



PDP Core Values, Mission Statement, and Vision

Upon the completion of the research for the three case examples, the team discussed the findings with Brandon and formulated 5 core values, a mission statement, and a vision statement for PDP.

PDP Core Values



RESPECT: Respect for the game, respect for yourself, and respect for others teaches us to follow our moral principles and guides us to make the right decisions.

HARD WORK: Nothing in life is given. You must work hard to get what you want. A hard work ethic is a prerequisite for anyone looking to accomplish their dreams.

POSITIVITY: We encourage our athletes to welcome challenges and struggles, because, at the end of the day, those experiences help shape us for the better. By maintaining positivity through our down moments, we gain the courage to push through whatever we are going through.

ACCOUNTABILITY: Accountability teaches us to always accept responsibility for things that we can control. In this sense, we always remain in control of ourselves, no matter our environment.

EMPOWERMENT: We will work with athletes and give them the tools and skills necessary to allow them to become positive role models and use their influence to improve the lives of others around them. Furthermore, we want to instill the tools that will help athletes develop confidence in themselves.

PDP Mission Statement



Our goal is to use the love of basketball to help aspiring athletes identify their purpose both on and off the court. Fundamental basketball skill, physical, and mental development builds a learning foundation for life skills they will need to succeed both on the court and in life.

AnnetteGRANT
PHOTOGRAPHY

PDP Vision



Using Purpose Driven Performance facilities as a safe and productive teaching environment, we will provide a structured curriculum for elite basketball training and mentorship to student athletes across the country.



Section 4: Marketing

Current Marketing Methods



At the moment, PDP does no formal marketing. Brandon has built a large network of connections with athletes, coaches, and trainers in the Boston area, which is how most clients hear about him.

Brandon has a partnership with one of the best AAU programs in New England, Expressions Elite. The program has a reputation for recruiting some of the highest-level student athletes. The fact that Brandon works with many of these athletes gives him a high level of credibility as a trainer.

Furthermore, a lot of these athletes have large social media followings, which help boost Brandon's presence online.



Brandon has trained and mentored over 20 college and professional basketball players

Figure 14: PDP Elite High School Group Picture

Marketing Examples



Social media is one of the most effective ways for businesses to market their brand. The team researched two basketball training businesses, TjL Training and InTheLab, to see how they leveraged social media to grow their brand and audience. The team then used created a list of marketing necessities for PDP.

TJL Training



TJL Training is a local basketball training company located in Lowell, MA. This business was started by Tyler Leclerc, an ex-college basketball player turned trainer. A savvy businessman and focused individual, Leclerc has built his Instagram following to over 26,000 and funded the acquisition of his own training facility within three years. Leclerc has also built a team of trainers and videographers around him to aid in the growth of his business. The company currently uses Instagram as its main platform for brand building and marketing.



Company Established: 2019

Revenue Streams: In-person Training, Court Rentals, Online Course

Main Marketing Strategy: Instagram Content

Social Media Presence:
Youtube (3.5K)
Instagram (26K)

TJLTraining currently has two Instagram accounts, each serving a different purpose.

The main account, @TJLTraining, focuses on the promotion of Tyler's brand. Their team posts content such as basketball demonstrations, NBA breakdowns, and videos of Tyler speaking about his training philosophies and experiences.

@TJLTraining does a great job of putting out useful and interesting content to its followers. Through its posts, the account provides value to its audience. Because people love learning new things, these videos help draw a large audience to his account. Naturally, he grows a following of people that want to learn more from him. As digital marketing expert, Madalyn Sklar, states, "delivering value helps people discover you. It gets them to start liking you. And ultimately, it builds a trusting relationship, which is something you'll need if you want to make money online" (Sklar, 2020).

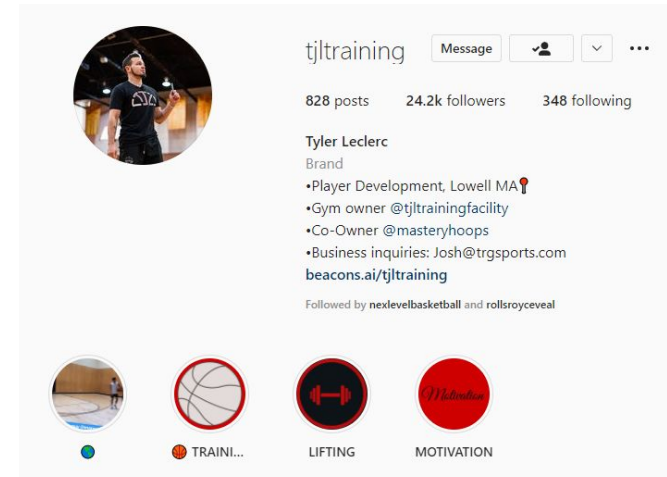


Figure 15: TJL Training Instagram Page

Example Posts @TJLTraining



tjtraining If you are just training by yourself, you WILL not be maximizing your development.. here's why

#1 everything is context and environmental specific. To me this is like practicing driving in an empty parking lot.

Can that help yes, but it's going to be completely different when you get on the actual road

Same is true with basketball training..

#2 the demands on our body are different when there is defense present. our body can't pre plan and predict our every movement

So our movements will be different with defense present, so if all you do is train solo, your body will not be prepared for real live play..

#3 no feedback on what's working or not, you can practice the same perfect cross all day long

Until you get into a game and realize it's to predictable, or isn't effective and gets stolen.

We need this feedback from real defense to start to implicitly learn what's working and what's not based on the CONTEXT AND ENVIRONMENT.

If you've read this far tag a friend who needs to hear this👉

#basketball #basketballtraining #basketballworkout #basketballtips #basketballcoach #basketballtrainer

7w

Figure 16: @TJLTraining Post 1



tjtraining Changing Speeds In The PNR🔍

One of the biggest issue I see players have trying to effective setting up screens is being able to play at their own pace and remain in control.

Knowing how to change speeds, and when to keep the defender on their "toes" is something great PGs possess.

Being able to relax and slow the game down and not get speed up is huge for players to be able to use in these situations.

S/o to both @timmartinball and @alexbazzell for their work with @traeyoung

22w

perfectfootwork Trae young is a master at this

22w 1 like Reply

— View replies (1)

timmartinball 🍷🍷🍷🍷

22w Reply

fdlbasketball 🍷

22w Reply

Figure 17: @TJLTraining Post 2

@TJLTrainingFacility

The other account, @TJLTrainingFacility, focuses on marketing the company's training facility, as well as the types of services and availability they offer. On this account, their team posts pictures and videos of athletes working out in the facilities. The captions usually contain information about the workout schedule and upcoming availability.




 **tjltrainingfacility** TJL Training now fully offers everything a player needs to improve.. 🏀🏃
Weight room, hoops, mental training, and a community of players trying to take their game to the next level..
Schedule for both is linked in the bio! Never trained with us before? Reach out to us for your first session free.
3d

Figure 18: @TJLTrainingFacility Post 1

InTheLab



InTheLab is a brand founded by world-renowned basketball trainer, Devin Williams. He first earned major recognition for his documentary basketball series on YouTube called “10,000 Hours”. The series is predicated on the philosophy that any skill can be mastered with ten thousand hours of applied training. After “10,000 Hours” gave Williams the initial audience and momentum to building InTheLab, he began collaborating with other basketball influencers and brands, and eventually building other branches to his business, like a clothing line and an online training platform.

Company Established: 2013

Revenue Streams: In-person Training, Online Training, Clothing Line, YouTube ads

Main Marketing Strategy: Brand Community Development

Social Media Presence:
Instagram (454K)
YouTube (612K)



InTheLab YouTube Channel



The InTheLab YouTube channel started while Devin Williams was attending film school. He created a documentary about training two high school basketball players for a school project and saved it to YouTube. Within a couple of weeks the video blew up, gathering hundreds of thousands of views. Upon the release of subsequent videos, this series of documentaries became known as “10,000 Hours”.

Currently, Williams and his team use YouTube to deliver multiple types of content including: step by step workouts, player and film breakdowns, one on one footage, and, of course, basketball documentaries.



Media 3: 10000 Hours Story

InTheLab Brand Community



InTheLab is building a community of basketball enthusiasts that want to learn more about the game and get better. They focus primarily on YouTube. With 1.9 billion daily users, it provides a perfect medium for hoopers from all parts of the world to connect. The channel posts videos that serve to teach and entertain. However, more importantly, they spark conversation in the comment sections about topics ranging from training to the NBA to sneaker culture, thus fueling brand engagement.

Furthermore, the InTheLab team uses certain tactics like livestreams, giveaways, and Q&As to create touchpoints with the community. In this manner, they ensure that the community continues to stay active and attract new members.

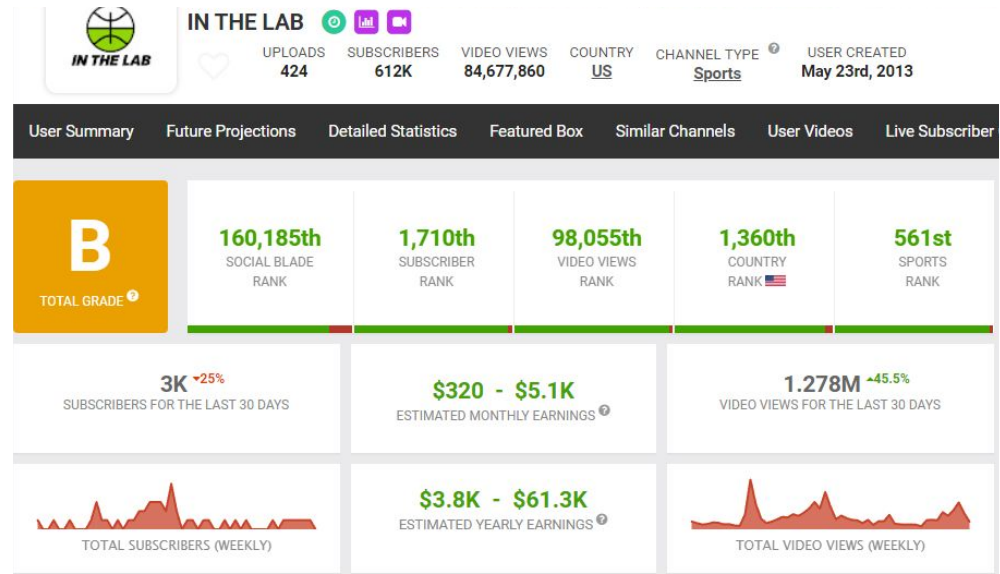


Figure 19: InTheLab YouTube Statistics

Brand Community Advantages



By building the InTheLab brand community, the company is developing a loyal base of followers and consumers. A study from Accenture Strategy states that “two-thirds of consumers spend more on brands that they are loyal to” (Accenture, 2018). Developing a brand community delivers other benefits as well including:

Increased brand exposure and credibility

“Brand communities also contribute to your marketing efforts by sharing and promoting your brand to their own social networks (almost like a form of collaborative marketing). This increases brand exposure, as well as brand credibility. Customers are more likely to trust your brand when they can see social proof, and an active community is a pretty big sign of success” (Davis, 2020)

Better customer retention

“Brand communities provide an excellent channel for post-purchase communications. Your customers can continue to interact with your brand long after they’ve made their purchase which can translate to better customer retention and more return business” (Davis, 2020)

Source of authentic, user-generated content

“One of the biggest benefits to brand communities is that they are a free source of authentic, user-generated content around your products and services. Online communities can provide you with product reviews, comments, and Q & As that can be used as social proof to attract new customers” (Davis, 2020)

Business Marketing Necessities



First and foremost, PDP needs a website. Both TJLTraining and InTheLab use their websites as a central platform to include information about their company, links to their social medias, and contact information for prospective clients and business partners to reach out.

Much like InTheLab, Brandon should focus on building out a community around his brand. Because Brandon does not currently have a large social media presence, he should look to follow TJLTraining's model (e.g posting short demonstration, athlete spotlights, and workout highlights) for building a following on Instagram. Using some of his clients' large social media presences to his advantage, he can naturally grow his brand out by posting workout breakdown/highlights featuring the athletes. One thing that the team notes is that Brandon needs to bring on a team member to take on these social media responsibilities.

As Brandon's social media presence increases, so will the value of his brand. Furthermore, the growth in value will establish the credibility and status to attract potential partnerships and other opportunities for further expansion.

(see Appendix C for more detailed marketing benefits of Instagram and YouTube use)



Section 5: Alternative Revenue Streams

Professor Garcia

As part of the research on PDP's business potential, the team's advisors suggested that they speak with Professor Garcia of the WPI Business School.

Rosanna Garcia is an academic, inventor, and entrepreneur with years of practical experience mentoring students. She has multiple degrees including an MBA and a PhD in marketing, and she is currently the Beswick Professor of Innovation and Entrepreneurship.



Professor Garcia Takeaways



The sit down with Professor Garcia gave the team insight into the direction that PDP might want to head in the future. A big point of emphasis was figuring out a financially sustainable and profitable business model. The current business model works, but Professor Garcia pointed out that it is not sustainable, nor scalable. She noted that in the case that Brandon cannot train, then the business would not be able to function. In addition, the business is limited by gym space and time. She gave the team some ideas for alternative revenue streams, like a selling content with a subscription based approach, applying for grants, and hosting workshops for trainers. Using Professor Garcia's feedback, the team calculated Brandon's current maximum revenue potential and brainstormed alternative revenue streams that the business could implement.

Potential Revenue Calculation

Based on a calculation of Brandon's training schedule, the team concluded that the maximum number of clients that PDP can service during one week is between 40 and 50 clients. In the best-case scenario, with the current pricing and business model, he would net \$21,360/month. Under these conditions, the team assumed that Brandon would be booked to capacity (two clients per individual, six clients per group) and that all clients are paying a rate of \$35 per group.



Table 2: Maximum Estimated Monthly Profit

| | Individual | Group |
|--------------------------------|-------------------|------------------|
| Revenue per session | \$60-\$120 | \$144-\$210 |
| Openings per Week | 20 | 14 |
| Revenue per Week | \$1,200-\$2,400 | \$2016-\$2940 |
| Revenue per Month | \$4,800-\$9,600 | \$8,064-\$11,760 |
| Total Monthly Revenue | \$12,864-\$21,360 | |
| Average Monthly Revenue | \$17,112 | |

Alternative Revenue: PDP Apparel Line

One stream of revenue that Brandon could add to the PDP business is a PDP apparel line. Brandon notes that he has tried selling clothing in the past and that is close friends with the CEO of a Michigan-based clothing company, Moneyball. In the summer of 2019, he experimented with purchasing a large shipment of custom PDP branded apparel from Moneyball and sold out by the end of the summer.

The biggest advantage for building an apparel line is that it builds up the brand community. It gives clients an opportunity to represent the PDP community that Brandon has built at the gym. Furthermore, the business gains free marketing and credibility, when people see clients wearing PDP apparel.

(see Appendix B on trademark)



Figure 20: Example PDP Clothing

Alternative Revenue: PDP Apparel Line



While an apparel line would help elevate PDP's brand, PDP does not have the team or infrastructure to make this happen on a larger scale yet. The team mapped out a table of requirements that PDP should first have before launching an apparel line.

Table 3: Apparel Line Requirements

| System | Need | Team | Need |
|---------------------|---|----------------------------|--|
| Website | Provide platform where customers can make purchases | Order Fulfillment Employee | Organize and distribute merchandise to fulfill orders |
| Payment Collection | Collect payment for both online and in-person orders | Photographer | High quality photos for the website and IG account |
| Instagram Account | Specifically market the clothing (e.g. updates about new releases, sales, etc.) | Designer | Ability to create multiple designs for each new clothing release |
| Merchandise Storage | Central location to store and keep track of all merchandise | Supplier | This will most likely be MoneyBall |

Alternative Revenue: Certified Trainers



As Professor Garcia pointed out, one major issue that PDP has is that when Brandon does not train, the business generates no revenue. In order to bring the business to new levels, Brandon will eventually need to bring on other trainers. A proposed revenue model would be to hire trainers to take on Brandon's waitlisted clients or fill in for Brandon, in the case that he cannot train. The team suggests that PDP take a percentage of the revenue earned from each workout and allow trainers to pocket the rest of the revenue. In this manner, trainers gain a pool of new clients from PDP, while the Brandon uses his reputation to generate passive revenue.

This strategy may be risky for PDP, because Brandon is entrusting his brand reputation in the hands of another trainer. Furthermore, there is a certain skill level and style that Brandon trains with that cannot be replicated. In this sense, for this model to be successful, Brandon would need to develop a training curriculum. The team recommends creating a training course for trainers to earn their PDP Training Certification. By doing this, PDP ensures that all workouts done by PDP trainers have similar sense of structure and organization. Also, Brandon should have all trainers sign a contract agreeing not to take PDP's clients. These steps should be taken so that Brandon can fully trust that the PDP brand is in good hands.

Alternative Revenue: Online Content



The team's next suggestion for an alternative revenue model is to sell online basketball training content. If PDP were to take this avenue, the company would need to prioritize marketing and growing an audience around the PDP brand, much like how InTheLab has their brand community. In order to generate a considerable amount of revenue, a large volume of subscribers is necessary. In this sense, social media growth plays a big role in developing this model. Instagram and YouTube are both platforms that the company should leverage.

The biggest positive for this business model is there is no cap for amount of revenue that can be made; there is no limit for the amount of subscriptions that PDP can sell. The biggest drawback for this method is that there is a lot of competition for online courses. Brandon must find a way to differentiate himself from the countless other trainers also selling courses. As noted earlier, TJLTraining does a good job of differentiating himself by delivering free content. By giving his Instagram audience valuable information, he establishes credibility and trust with potential clients. Brandon can look to do the same, which would help foster the growth of the PDP brand community.

Proposed Timeline



In an effort to organize the project proposals, the team created a timeline of steps for the business to potentially progress through:





Section 6: Business Structures

Comparison of Business Structures



Sole
Proprietorship



LLC



Nonprofit



Benefit
Corporation

Comparison of Business Structures



As of now, PDP is run as a sole proprietorship. The business structure works as Brandon is the sole operator of the business. However, this may change as PDP undergoes growth. Determining a business structure is crucial, because it dictates how the business will operate and expand further down the road. For this reason, the team decided to research the benefits and implications of business structures.

Sole Proprietorship



Because of their simple nature, sole proprietorships are the most common form of business in the U.S. They are unincorporated businesses that are owned and run by one individual, with no differentiation between the business and the owner. Said owner is entitled to all the business profits, debts, losses, and liabilities.

No formal action or paperwork is needed to form a sole proprietorship. As long as there is only one owner, this status automatically comes from business activities. Businesses still need to obtain the necessary licenses and permits for their operations.

With this business structure, Brandon reports company income and expenses on the Schedule C form of his personal income tax return. He pays federal and state income taxes on the business' profits, as well as self-employment taxes.

Benefits and Drawbacks



Benefits

With a sole proprietorship, Brandon has complete control over the business and its operations. This gives him the freedom to take the business in any direction that he wants and limits any conflicts of interest.

Brandon also files his personal taxes and business taxes collectively, which keeps his income all in one place. This eases the burden for paperwork. It is also important to note that sole proprietorships have the lowest tax rates of all the business structures.

Drawbacks

Since there is no legal separation between the owner and the business, Brandon is liable for all obligations, including debt and lawsuits in the case that the PDP cannot afford to pay its debt.

Brandon cannot draw in foreign investment in exchange for equity of his company, because sole proprietorship are unincorporated businesses. The lack of investment opportunity and low bank loan potential makes it very difficult to raise enough capital to fund any type of major expansion.

LLC and Nonprofit



When speaking with Brandon about his vision for the business, he was unsure about whether he wanted PDP to be an LLC or non-profit. For this reason, the team researched and ran a comparison of both business structures.

An LLC, or a limited liability company, operates as a combination of a corporation, sole proprietorship, and partnership. It has one or more owners called members, who have limited liability, as they cannot be held personally liable for the company's debts. However, an LLC is not considered separate from its owners for tax purposes. The business' income passes through the business to the LLC members, who report their share of profits—or losses—on their individual income tax returns.

Benefits:

LLCs can be managed by an unlimited amount of members, where all the owners share responsibility for the day-to-day running of the business.

LLCs can also choose how they're taxed. In most cases, they are taxed as sole proprietorships or partnerships

Drawbacks:

LLCs are not ideal for business seeking outside investments.



A nonprofit organization is a business that has been exempt from paying taxes by the Internal Revenue Service (IRS), because it provides a public benefit. All of the business' assets have to be reinvested into the organization, given to the public, or given to another charity. If these requirements are not met, the tax exemption will be stripped from the business.

Benefits:

PDP would qualify for the 501(c) Federal Corporate Income Tax Exemption. This boosts the company's ability to draw in investment, as individuals are more willing to donate to organizations that will help reduce their tax liability.

Owners are legally separated from nonprofits and therefore not liable to debts, fines, or lawsuits.

Drawbacks:

A large amount of paperwork and fees are required to apply for incorporation and tax exemption. Once this exemption is given, the business must submit detailed records of its expenditures every year to maintain non-profit status.

Table Comparison



| | LLC | Nonprofit |
|----------------------------------|---|--|
| Cost | \$500 – Formation Fee | \$35 – Incorporation Fee \$600 – 501(c) Fee \$150 – MA Charitable Registration Fee |
| Prep Time | 25 Hours | 25-50 Hours |
| Paperwork Turnaround Time | Incorporation: 2-3 Business Days by mail EIN: 4 weeks | Incorporation: 2-3 Business Days 501(c): 2 weeks to 3 months MA Charitable Registration: 6 to 8 weeks EIN: 4 weeks |
| Other Details | <ul style="list-style-type: none"> - Goal is to make profit - Owe state and federal income tax - Freedom to use profits to reinvest into the business or distribute profits to owner | <ul style="list-style-type: none"> - Must apply for federal and tax-exempt status annually - Must use profits to operate nonprofit or donate profits to another charity - Must put together board of directors - Potential to apply for federal and state grants |

Table 4: LLC and Nonprofit Comparison

Benefit Corporation



Upon further research, the team discovered a third alternative business model, which may better suit PDP's needs later down the road.

A benefit corporation is structured like a for-profit, but has specific goals that it looks to achieve, such as making a material positive impact on society and the environment. A benefit corporation could serve as the perfect intermediary between a nonprofit and LLC. This type of business structure may potentially be the best option for PDP, because Brandon's mission is not solely based around earning revenue, but more about helping others. In a benefit corporation, managers have more flexibility to balance profits with social cause. The company is held accountable to its missions by the future shareholders and corporate managers performances are based of financial performance.

Like nonprofits, benefit corporations are more difficult to form and sustain than LLCs, because the business must maintain a board of directors, submit state filings, and produce annual reports. (see Appendix D for information about the difference between traditional and benefit corporations)



Section 7: Curriculum Interviews

Curriculum Interviews



Building off of the idea for PDP to hire coaches, the team decided to research aspects of player development that PDP may include in its curriculum for trainers. To do so, the team interviewed clients, coaches, and professors to get their thoughts on mental and physical skill growth. (see Appendix A, for interview questions and transcripts)

Client Interviews



The group started off with interviewing clients about their experiences with PDP and other trainers. The purpose of these interviews was to gather feedback on what clients and athletes looked for in their training sessions. With this feedback, PDP can tailor its curriculum to those client needs.

Client Interview Takeaways



Clients felt that Brandon's post workout feedback is an area that he really excels in. He is able to clearly communicate his knowledge and teaching philosophy. Furthermore, his attention to detail and understanding of mechanics, rhythm, and mental is a big separator between him and other trainers. For example, one client noted that Brandon pointed out that his son was bringing elbow out too much, causing him to miss shots. Once Brandon helped correct it, the results were like night and day.

Clients also liked how Brandon constantly simulates game-like situations, such as making athletes hit shots when they are tired and/or against live defense. Brandon notes that this type of training translates into games much more than trying to perfect moves without resistance.

Lastly, instead of moving on to a new skill every week, clients liked how Brandon emphasizes repetition and going through your progressions. This builds a better foundation and stimulates muscle memory.

Coach Interviews



Next up, the team interviewed the men's and women's basketball coaches at WPI. From these interviews, the team looked for insight on how each coach approached player development from a physical and mental standpoint.

Coach Bartley

Christopher Bartley is the current head coach of the WPI Men's Basketball team. He has coached 21 seasons, is a five-time NEWMAC Coach of the Year, was named the Glenn Robinson National Coach of the Year in 2013, and is the winningest coach in WPI history.



Keys to Physical Development



There is no "cookie cutter" approach. When it comes player development, coaches and trainers need to tailor workouts and programs to each individual player. Every player has a physical uniqueness and foundational skill set. It is their job to figure out how to utilize and improve upon those natural capabilities.

Keep teachings simple. A player must be able to apply their game in any situation, whether it be against high caliber opponents or if they are the best player on the court.

Coaches and trainers must have a blueprint for the development of each player's game. However, this blueprint must align with the athlete's goals and aspirations. They must know what each player's goals are and how their training will get them to their goal. Anyone can teach skill development, **what separates elite trainers is alignment and getting everyone on the same page.**

Keys to Mental Development



College coaches look for **confident, consistent, team oriented, and hardworking** players, so trainers must make sure to emphasize and instill these characteristics into their athletes.

“Chance favors a prepared mind.” Preparation is another important attribute that should be taught, because preparation beats talent in the long run.

“Don’t be afraid to push some buttons.” Coaches and trainers must also challenge their players mentally and physically for the benefit of their personal development. This will allow them to become more resilient people in basketball and in life.

“Be in an environment where your daily actions can impact a whole group.” Teach athletes to be less individualistic and see the value in being a part of something bigger than themselves. Learn to fight with and go through adversity as a group.

Coach Galasso

Cherise Galasso is the current head coach of the WPI Women's Basketball team. She has coached 22 seasons, won three NEWMAC titles, two ECAC tournament titles, and is the winningest coach in program history.



Keys Physical Development



Keep young athletes away from “the fancy stuff” as much as possible. Emphasize fundamentals, such as jump stops, pivots, and being able to dribble with both hands.

Coaches and trainers must figure out an athlete's “style” by what fits their natural ability and talents. Especially in college, being able to **perform a role at a high level** (e.g knockdown shooter or lockdown defender) is much more valuable than being average at many things.

“Skill development is a process.” Do not try to do too much in a short period of time. Skill sets should be built out a little bit at a time. “Players should focus on their strengths and build out from there.”

Keys to Mental Development



This spring Coach Golasso gave an index card to each of her players and asked them to write down how they wanted to be coached. Knowing that every player is unique and comes from their own set of experiences, she felt that, as a coach, she needed to learn more about each player. **"At the college level it's about building trust."** Coach notes that when coaches and players have a mutual understanding of each other, it makes the player/coach relationship much smoother.

Failure recovery and resilience was a key focus for their program this year. Coach Golasso notes that a lot of the players that she works with have a bad tendency for negative self talk. When asked why, she thinks that it is because they have high expectations of themselves. When they do not meet expectations, they tend to think less of themselves. She wants her players to understand that **failure is not something to avoid, but to embrace as part of the process of getting better**. She wants every player to learn how to work and persevere through hard and intimidating experiences (e.g public speaking). Learning and refining these skills ultimately translates to success on the court and, eventually, in their professional careers.

Tim Jones

Tim Jones is a basketball trainer and founder of One Vision Training, a basketball training service located in Worcester, MA. He is also the founder and CEO of Central Flight, an AAU program based in central Massachusetts.



Keys to Physical and Mental Development



Physical

Trainers must assess athletes' skill level by putting them through generic skill workouts to **gauge their energy level, information retention rate, mannerisms**, and more. Tim adjusts his training depending on the athlete's responses.

Tim places emphasis on position-based workouts. Different types of players do different type of drills. In this sense, **he caters workouts to player's natural abilities**. No workout is the same.

Read and reaction drills that work fast twitch muscles translate best to in-game situations.

Mental

Tim uses basketball as a tool to **promote confidence** in kids and show them that if they dedicate themselves to something and stick to a process then they will improve.

He instills mental toughness into athletes by putting them in under **high stress** (e.g yelling, sprints for missed shots). In this way, they learn how to deal with and overcome those kinds of situations.

Professor Fitzpatrick

Because Brandon has talked about incorporating mindfulness into his workouts, the team decided to reach out to talk to Professor Fitzpatrick.

Paula Fitzpatrick is the Director of the WPI Center for Well-Being. She was previously the dean of the D'Amour College of Liberal Arts and Sciences, a professor of psychology, and a certified mindfulness meditation teacher at Assumption College.



Mindfulness



In the interview, Professor Fitzpatrick emphasized flow. She defined it as “a psychological concept where people are fully engaged in doing an activity and sort of lose all sense of time and place because they're just completely engrossed in that activity.” Much like “being in the zone”, flow is the state that every athlete should strive to be in whenever they are actively playing.

Mindfulness professor Jon Kabat Zinn defines mindfulness as “the awareness of paying attention on purpose to the present moment nonjudgmentally.” Professor Fitzpatrick pointed out that a great way for athletes to achieve mindfulness is by using meditation. Using meditation, athletes can train their brain to focus its attention without letting outside thoughts creep in.

Practices



There are many different kinds of attention practices, but awareness of breath is probably the most foundational. The practices often begin with a breath awareness meditation where a person places their focus on the physical sensations of their body. Professor Fitzpatrick points out that “when the mind wanders, you need to be able to train your brain to focus it back again.” Through careful practice, athletes can actually “strengthen that mindfulness muscle”, thus increasing their ability to focus.

There are also other types of meditation such as love, kindness, or compassion meditations. Research suggests that when one engages in these kinds of meditation, their capacity of compassion for themselves and other people can increase. These practices involve repeating a series of different kinds of phrases, either directed at themselves or with other people. Among a team, compassion practices can help boost connectivity among members.

Player Confidence



Everyone has a natural happiness set point. Professor Fitzpatrick points out that fifty percent of happiness is genetically determined, twenty percent is based on life circumstances, and thirty percent is influenced by aspects, like mindset, practices, or friends. While she feels that people are naturally born into leaning toward optimism or pessimism, she argues that the “realm of 30 percent that everybody can control” is where the difference between content and discontent individuals lies. She notes that confident people also experience self doubt, however they do not let those doubts control their behavior.

By being observing their feelings of self doubt from a non-judgemental lens, athletes can detach from their negative thoughts. Once athletes learn to develop that in the moment awareness, they become more in control of their thoughts and have a tougher mental resilience. “Being aware of what the little voice in your head is saying, but if it’s not helpful change the tape.”

Buying In



Thinking about the majority of PDP's customer base, the team acknowledged it may be difficult to get young adolescents to buy into the benefits of mindfulness, because there are no quantifiable results. Professor Fitzpatrick gave the team a few ways to combat this.

The first method that Professor Fitzpatrick mentioned was experiential learning. "Notice what happens when you just come in and you just go right onto the court and notice how your performance is versus if we stop and we do this [meditation] practice beforehand."

She also talked about linking mindfulness to experiences. For example, George Mumford has written extensively about how all-time great basketball players have used mindfulness practices to elevate their performance. Linking personal stories of kids' favorite athletes may help get them to buy in.

Applications to Curriculum



The client feedback gave Brandon and the team reassurance in trusting that Brandon's teaching methodologies and workout structure are what make PDP special.

The coach interviews provided Brandon with different coaching methodologies and opinions on skill development that he could potentially incorporate and/or improve upon. More importantly, Brandon and the team saw how other coaches used basketball to promote mental and life skill development. This was an essential piece of learning, because it provides an understanding of how athletics translates over to the real world.

The interview with Professor Fitzpatrick opened a whole new world of learning about the process behind mental development. Using her wisdom on certain practices and methods, PDP can look to impart the mindfulness techniques and exercise into the training curriculum.



Conclusions

Project Learning Points



Task Management: The team had 14 weeks to complete the project. In order to better organize tasks and track progress, the team used a weekly tracking sheet to break up overall project goals into smaller, more manageable tasks. The tracking sheet consisted of weekly goals, tasks to be completed, and any notes that were relevant from the previous week. This helped the team stay organized, focused and disciplined. The task management skills gained from this project will serve the team in their future professional careers.

Process Improvement: In evaluating PDP's business processes, the team sharpened their skills in the areas of problem identification, solution brainstorming, and communication of findings. At each stage of the problem solving process, the team checked in with project advisors to garner feedback on their methods. This feedback would help drive the team in the right direction, by pointing out areas for potential improvement.

Story Telling: The project advisors placed a strong emphasis presenting the research and analysis done in a manner that told a story to the reader. The team made many revisions to the project's sequence in order to create the most fluid presentation of the report. Through this exercise, the team learned a lot effective communication to an audience.

Weekly Workflow Process



| Dates | Goals | Tasks to Complete | Story Points | Weekly Meeting Notes |
|--------------------|---|--|------------------------------|---|
| Week 1 (1/12-1/18) | Introduce Project | Plan out C and D Term Weekly Goals | | 2 Add Story Points David Hinkley Meeting Draft each section |
| Week 2 (1/19-1/25) | Complete Business Foundations | Research business foundations of similar companies - Find at least 3 solid examples State and justify core values of business State impact goals and mission statement - Purpose David Hinkley Meeting Add Story Points | 2 1 0.5 0.5 | |
| Week 3 (1/26-2/1) | Make decision for company in terms of LLC vs. Non-Profit | Research Pros and Cons of LLC vs Non-Profit Interview Professor Garcia for input - See if there are any more effective alternatives Create 2 separate cases for how PDP would operate under each scenario Justify decision for one case scenario Figure out Business Model Register Trademark? | | Trademark vs. Copyright 1 Talk to WPI project center 3 IRB Process 1 |
| Week 4 (2/2-2/8) | Collect Data on PDP's current demographics Collect Data on PDP's current income and expenses | Get list of all active clients within the past 6 months School, grade, skill level, payment (full/discount), frequency Create list of trends among the current demographic, highlight client patterns that affect business Create spreadsheet of current expenses for PDP Include: Gym costs, employee costs, etc. (estimation for any other expenses), forecasted changes in expenses | 2 2 | |
| Week 5 (2/9-2/15) | Determine Pricing Model for PDP | Research other trainers' rates compared - Find at least 3 other references for some variance Break down trainers into categories (elite, good, average), include location Survey parents/players (what is a reasonable rate you would pay for basketball training)? Research alternative pricing models to what PDP has now, specify policies, why they might be effective? - Analyze 3 other businesses Create priority list of clients | 1.5 2-3 2 2 | |
| Week 6 (2/16-2/22) | Analyze current business processes | Break down all business processes into step by step diagrams Point out inefficiencies within the business Include data on how this impacts business financially and operationally Research alternative solutions to business inefficiencies (new processes) Demonstrate how the proposed solutions would change business processes | 2 1.5 3 | |

Figure 21: IQP Weekly Goals Chart

Business and Project Risk Management



Glowfox Solution

If the proposed scheduling and payment solution ends up being inadequate for PDP's current needs, it would cost the business time taken to implement the system and the price of the actual software. The team expects this risk to be relatively low. The payout for a successful implementation would be immense in the time saved from business optimization.

Brand Marketing Solution

Brand marketing will be an essential aspect of PDP's growth in the future. Currently, the team suggests adding a social media intern to the team to help begin producing Instagram and YouTube content for PDP. The team does not anticipate any risk with bringing on an intern. The implications that could potentially impact the business is if the intern quits. In that case, PDP would have to quickly find a replacement. For this reason, PDP should search carefully and thoroughly for the right person. Overall, this solution will help facilitate much needed growth within the brand community.

Business and Project Risk Management



Clothing Brand Solution

Developing a clothing brand would require a significant financial investment from the company, however if PDP chooses to follow the team's recommendations for building the necessary foundations, then the team is confident that the business can successfully develop their clothing line. Obviously, unexpected adversity will occur, which the business should account for before making the initial financial investment. As previously stated, the apparel line would help PDP establish status and credibility to the brand.

Hiring Coaches Solution

The team predicts hiring coaches have the highest amount of risk for PDP. The curriculum will take a considerable amount of effort and time to create. In addition, the team More research needs to be done on the market for trainers looking for work. Although having a trainer sign a contract will mitigate the risk of losing clients, PDP may find the contract tough to enforce, especially if the trainers leave or are fired from the company. PDP needs to eventually bring on other trainers to expand, so the company should carefully invest more into researching and learning about the best way to implement it.

Team Dynamics



Communication played a key role in the success of our project. The team was expected to juggle their regular courses and basketball on top of the IQP. Constant communication about what the team was or needed to be working, ensured that all deadlines were met and that the project maintained cohesiveness and connectivity. It is important to note that the team members are roommates, which made communication much easier. The team met with the project advisors weekly to update them on the progress made, receive any feedback, and to ensure that the execution was aligning with the original goals of the project.

The team had no issues regarding authorship, tardiness to meetings, or lack of effort. Overall, the team is extremely pleased with the final product produced.

Final Thoughts



Even though the Interdisciplinary Qualifying Project is complete, the team feels that there is always room for further improvement. Below are a few ideas for transitioning this project from an IQP to MQP:



Implement suggested scheduling and payment systems



Build out PDP social media platforms



Register PDP under a new business structure

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Appendix

Appendix A



CoachUp was founded in 2011 by former professional basketball player Jordan Fliegel. Headquartered in Boston, its site, CoachUp.com, officially launched on May 9, 2012 and is an online service platform that connects athletes with private coaches nationwide.

With thousands of coaches across the country, and hundreds of training sessions happening every day, CoachUp is the nation's leading private coaching company.

Fliegel founded the company because private coaching transformed his life and he wanted to make it available to kids everywhere. Without one on one training, he does not feel that he would have been able to play basketball at the collegiate and professional level.

Appendix B



Trademark vs. Copyright



Trademark vs Copyright



| | Copyright | Trademark |
|-----------------|--|---|
| Meaning | The rights of the creator are his intellectual property. This prevents others from publishing or copying the original piece of work, which is known as copyright | Trademark is anything that recognizes the brand uniqueness and separates a product or service from those of the competitors |
| Used to | Prevent others from copying or using original creation | Protect public from confusion |
| Examples | Idea, song, book, etc. | Logos, names, sounds (Any mark) |

Table 5: Trademark vs Copyright

Registering for a Trademark



The whole process for registering a trademark usually takes around a year.

- Once an application for a trademark is submitted, it takes between 3-6 months for the U.S Patent and Trademark Office (USPTO) to review the application
- If the application is accepted, it takes about 3 months to have the mark published and registered. If the application is rejected, an appeal must be filed. The wait time is around another 4-6 months for the USPTO to accept the appeal and have the mark published and registered.

Every five years, a Declaration of Use form is required to be submitted to keep registration alive.

- Though not required, finding an attorney that specializes in trademark law makes the process much easier and straightforward.
- Fees: TEAS Plus(\$250), Dec of Use(\$225)

Appendix C



Social media

Benefits of Instagrams Use



Instagram is the perfect social media platform for personal trainers due to its large customer base, extensive features, and posting options

It gives users the chance to share with their followers the things that define them as a trainer. The platform should essentially act as a digital business card so creators should try to be as personal as possible. Personal connections attract clients.

Instagram also allows users to showcase their clients and how their workouts are run. Posting pictures and videos of clients working out, as well as their progress will not only make clients feel special, but motivate others to do the same. A trainer's clients are their testimonials, so if treated right, they can serve as a source of free marketing.

Benefits of Instagrams Use



Instagram story allows the user to post things like polls and questions, which provide a unique way for users connect with their followers. This is a great tool that trainers could use to keep their clients and followers engaged and thinking about the business. For example, a basketball trainer could post two one on one moves and then in another post use a poll or question to ask their followers which move they thought was better.

Hashtags are another feature instagram has that is very beneficial for businesses in general. They are a great way for users to reach a wider audience. For example, the hashtag #basketball groups all posts using that hashtag in one place that is accessible to all users by a simple search. This is beneficial to a basketball training company because it allows the account to target viewers that are interested in basketball.

Benefits of YouTube Use



YouTube is the second largest social media network on the planet with 1.9 billion users and 1 billion hours of video watched each day.

Youtube can serve as a very effective marketing platform. Optimizing keywords in titles and creating tutorials, commentary, product reviews, and Q&A's, allow businesses to achieve higher exposure and reach new audiences. In addition, adding watermarks and company logos to videos enables businesses to improve brand awareness.

Google also owns YouTube, so posting on the platform will allow a user to show up in Google search results more frequently. Through Google Adwords, one can also pay YouTube to embed advertisements into certain videos. YouTube is similar to Facebook in the sense that it provides the feature for targeted ads.

Conveniently, the process of YouTube monetization is very straightforward. Once a YouTuber has 1,000 subscribers and 4,000 hours of watch time, they become eligible for the YouTube Partner Program, which allows creators to place ads throughout their videos in return for revenue.

Appendix D



Traditional vs. Benefit Corporations

Figure 21: Traditional vs. Benefit Corporation



Appendix E



Interview Questions

Client Interview Questions



- 1) How do you feel about the PDP scheduling process? What do you like about it? What do you not like about it?**
- 2) Do you currently train with any other trainers? Or have you trained with other trainers in the past? How do you think PDP compares to these other trainers?**
- 3) What do you think Brandon does well in his workouts and teaching?**
- 4) Do you have any complaints about the current training schedule or workouts?**
- 5) Any other comments about PDP? Things of concern or things that are working well?**

Coach Interview Questions



- 1) In your opinion what are the most important aspects of player development? (skill and mental)**
- 2) How do you approach player development? (certain philosophies, methods, etc.)**
- 3) Aside from talent and natural ability, what are the most important qualities or traits that you look for in recruits?**
- 4) What are some skills that you want every player to have once they leave the program? How do you think these skills translate over to life?**

Professor Fitzpatrick Interview Questions



- 1) **How do you see mindfulness and the act of practicing it benefiting student athletes?**
- 2) **How do you get a middle schooler to buy into mindfulness and the benefits it comes with?**
- 3) **What makes a confident player or confident person versus a non confident one?**