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MASTER THESIS

**THE USE OF SOCIAL MEDIA IN THE OPPORTUNITY  
EXPLORATION: A CASE OF HEALTH COACHING**

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## INTRODUCTION

Maintaining good health has become one of the more pressing issues in any modern society – the European Health report, which has recently been issued, emphasizes that people should be paying more attention to the risk factors (drinking, smoking) (World Health Organization, 2018) and statistical evidence show healthcare costs are increasing, while obesity rates have almost doubled since 1980 (Deloitte, 2018; World Health Organization, 2018).

In order to limit the unfavorable effects, steps are being taken on all levels – societal, organizational and individual. European Union is aiming to improve the wellbeing of its citizens by implementing the new health policy called Health 2020 and monitoring the work of the members, who committed to implementing the policy. Companies are paying more attention to health as well – many have started implementing health and wellness programs, which include supporting regular workout, proper nutrition and stress-reducing tactics (Deloitte, 2018).

Furthermore, indicators at individual level suggest that people are taking better care of their health through an increase in gym memberships (Deloitte, 2018); simultaneously, sales of organic foods have been growing (European Parliament, 2018); therefore it can be assumed that individual consumers are putting more emphasis on preserving their health. Given that the trend of health consciousness is on the rise, many services that facilitate individuals towards attaining that goal recently emerged. One of them is health coaching, a currently 6-billion-dollar market (which continues to grow), specifically popular in the United States (Marketdata LLC, 2018).

**The purpose** of this thesis is to evaluate health coaching as an entrepreneurial opportunity and research how to use social media in the exploration of this opportunity by reviewing the literature on health coaching and social media, with the emphasis on the platform Instagram. The opportunity will be researched and tested through a practical prototype and later further developed through a business model.

The master thesis consists of four chapters and a discussion and conclusion at the end. In the first chapter I research the topic of entrepreneurial opportunity, its elements and I research the literature on health and health coaching, namely the state of health in the European Union and Slovenia, health care online, health coaching, types of health coaching, advantages, challenges, the profitability of health coaching in the United States and I compare different coaching certification programs. In chapter two, I present the concept of social media, how has social media changed communication between businesses and customers, why Instagram is different from other social media platforms, how to use it in user communication and what are its opportunities and challenges. In the second part of the thesis, I focus on the evaluation of health coaching as an entrepreneurial

opportunity. In chapter three, I present the frameworks used to evaluate the opportunity. In chapter four, I develop the health coaching opportunity. I analyze the health coaching market in Slovenia, potential customer market, present the problem, solution, customer segmentation, value proposition, communication and customer relationships, key resource, activities and partnerships and revenue and cost structure. The chapter includes a mockup Instagram marketing campaign. I conclude the chapter with a three-part opportunity evaluation and a presentation of a business canvas.

The opportunity is evaluated according to the desirability, feasibility, and viability factors. The desirability factor is determined by conducting interviews with four health care experts and by distributing questionnaires. Through the conversations with experts, I wanted to learn why customers seek professional help, what are their biggest struggles when trying to reach a specific health goal and how do experts help them overcome these struggles. Through questionnaires, I wanted to learn how vital customers themselves believe that health care is, where do they struggle most, and if they would be open to accepting the help of a professional to achieve their health goals. Feasibility factor is determined through thorough literature research, where I tried to understand if individuals are willing to participate in online programs and if they are comfortable sharing their health information online. Furthermore, I have tested my solution with a prototype program to determine the success rate of such an intervention. Lastly, the viability factor is determined by calculating revenues, expenses and determining the profits/loss for the first four years of operating.

# 1 ENTREPRENEURIAL OPPORTUNITY

## 1.1 From idea to opportunity

Entrepreneurial opportunity is an essential part of entrepreneurship and occurs when new goods or services are introduced to the market and can be sold for more than their production cost (Shane & Venkataraman, 2000; Hansen, Monllor & Shrader, 2016).

Daniel Muzyka (Birley & Muzyka, 2000) defines an opportunity as a business concept that will, over time, result in a financial profit, while Bruce Baringan (Barringer & Ireland, 2016) believes it is rather a set of circumstances that creates a need for a new product or service. Shane & Venkataraman (2000) furthermore argue that the process of a specific opportunity development (or discovery) and its exploitation can be understood when we not only examine the opportunity itself, but also the entrepreneur behind it.

However, before analyzing the opportunity, it is essential to distinguish between an idea and an opportunity. Vogel (2017) designed a framework through which an individual can understand the stage of development he is in and progress towards the final goal – an opportunity. His work is based on three fundamental structures: venture concept, venture idea and venture opportunity.

**Venture concept** is an early stage of a business model, where entrepreneurs have only a vague understanding of all the different components the potential opportunity entails. It is the stage before any market exploration; **venture idea** is an incomplete mental representation of the concept for a potential opportunity. The individual does not yet know how value can be created; **venture opportunity** is a favorable combination of internally shaped and externally given circumstances that make it desirable and feasible for an entrepreneur to exploit the initial concept and introduce the potential product or service to the marketplace (Vogel, 2017).

## 1.2 Elements of entrepreneurial opportunity

There have been several theories arguing what the elements of entrepreneurial opportunity are and how to evaluate them. Hansen, Monllor & Shrader (2016) have researched through 102 definitions of entrepreneurial opportunity and built a model, which clarifies the elements of an opportunity and divides them into five different categories: person(s)/organization, environmental context, cognitive processes, behavioral processes, and outcomes (see Table 1 below):

*Table 1: Elements of entrepreneurial opportunity*

<b>Element</b>	<b>Description</b>
Person(s)/Organization	Can be an individual, a team, or an organization. Every entrepreneur possesses a mix of abilities, knowledge and motivation, which dictate the evolution and the pacing of the opportunity creation.
Environment context	Focuses on the given situation; the environmental opportunity exists in the environment of specific conditions, where certain components can be controlled, while many uncertainties are to be expected. There will also be opportunities, which the entrepreneur can exploit and the future possibilities, that they have not yet considered
Cognitive processes	Refer to the discovery and recognition of the opportunity, the creativity process that follows, evaluation of the opportunity, further development and new learnings the entrepreneur encounters while developing their idea
Behavioral processes	Focus on the actual steps entrepreneurs take. It covers planning, taking action, creation, exploration, acquisition, and social interaction.
Outcomes	There are several different outcomes; the opportunity itself, business forms (such as business idea, concept, model, plan, product, business process or renewed business), new solutions, alternatives (ideas or opportunities an individual could recall or generate), value to the entrepreneur (any value the entrepreneur gained), value to the market (any value the market received – for example, superior value), resources or new customers/markets.

*Source: Hansen, Monllor & Shrader (2016)*

### **1.3 The health coaching opportunity**

#### **1.3.1 The state of health in the European Union**

According to the data from 2016, 70% of males and 65% of females, living in the European Union, perceived their health as good or very good; however more than one out of three people who are aged 16 or above, reported having a long-standing illness or health problem. 34.4% of adults (15 years old or higher) do not consume fruits and vegetables daily and half of the population does not participate in any exercise (Eurostat, 2019).

In 2014, 41% of the EU adult population was estimated to be overweight and with obesity increasing at a rapid state (Eurostat, 2019), maintaining good health has become one of the more pressing issues in any modern society.

In 2012, 53 members of the European Union committed to improving the health of their citizens by implementing the health policy framework “Health 2020”. The aim of the framework is to “significantly improve the health and well-being of populations, reduce inequalities, strengthen public health and ensure people-center health systems that are universal, equitable, sustainable and of high quality” (World Health Organization, 2012).

In the last update of the healthy policy framework, findings show that people do not pay enough attention to the risk factors (drinking, smoking) (World Health Organization, 2018) and statistical evidence display that healthcare costs are increasing, while obesity rates have almost doubled since 1980 (Deloitte, 2018; World Health Organization, 2018).

In order to limit the adverse effects, steps are taken on organizational and individual levels as well. Companies are paying more attention to health; more than ever before, companies are participating in health and wellness programs, which are not only offered to their employees but in nearly half of the cases, based on the findings from Deloitte Health and Wellness Report 2019, extended to the families as well. These programs include a range of health and wellness topics going from mental health, nutrition, exercise, to including mindfulness as well (Deloitte, 2019b). Many companies are offering their programs to their local communities in order to provide information on different aspects of healthy living (Deloitte, 2018).

Indicators at the individual level suggest that people are taking more care of their health. European Health & Fitness Market Report (Deloitte, 2019a) shows a 3.5% increase in gym members since 2017 through an increase in gym memberships (Deloitte, 2018), and simultaneously, sales of organic foods are growing (European Parliament, 2018). A recent study by Pew Research Center (Fox & Duggan, 2013) shows that the number of people searching for health advice on the internet continues to grow as well. Most frequently, they search for medical advice for a particular disease (55%) or treatment (43%); however, almost a third (27%) searches for advice on weight loss or weight maintenance (Fox & Duggan, 2013).

**Health in Slovenia** seems to be improving as stated by the Bloomberg Healthiest Country Index (Miller & Lu, 2019); every year, Bloomberg ranks 169 countries according to the general health of the population. The index considers several different indicators, such as life expectancy, body mass, smoking, and environmental factors. According to the 2019 data, Slovenia has ranked 24<sup>th</sup>, which is three places higher than the previous year (Miller & Lu, 2019).

Significant gains have been made in life expectancy since 2000, as well. It has increased by 4.7 years and is at 80.9 years now, which is higher than the European Union average. There is still a considerable gender gap with life expectancy for women exceeding men by more than six years, with inequalities appearing across different socioeconomic groups and between western and eastern Slovenia (OECD, 2017).

However, only 20% of Slovenians consider themselves as very healthy (Republika Slovenija, Statistični urad, 2019b). About 61% of people are physically active at least 150 minutes per week, and 16% are not physically active at all. Regarding nutrition, 69% of adults (16 years or older) are consuming fruit every day, and 71% are consuming

vegetables daily; young people (16 – 24 years old) are eating fewer fruits and vegetables than the older population (65 years or older) (Stare, 2018).

Research by Nacionalni inštitut za javno zdravje showed that half of the adult population does not eat healthfully; young males, less educated, and lower-income populations present the most concerning groups. Every other person over drinks at least once a year, and one in every four people smoke (C., 2018). The average number of calories consumed per person per day has increased between the years 2000 and 2009 by 7%. As of 2009, the average intake of kilocalories is at 3275. In Slovenia, 35% of calories come from fat, which is lower than the European Union average (World Health Organization, 2016).

According to the data from 2017, 45% of the adult population (16 years or older) have a normal body mass index (BMI), and 52% are overnourished or obese (Stare, 2018), which is higher than the European Union average (OECD, 2017). More men than women are included in the last two categories (61% and 43%, respectively). 30% of younger men and 15% of younger women are considered obese; two-thirds of children are considered to be healthy, based on the health assessment by their parents or guardians, with no significant difference among genders (Stare, 2018).

Stress is another factor that appears to be problematic. 25% of the population experiences stress on a daily basis and has difficulties managing it. Individuals experience increasing levels of stress due to being overworked and poor relationships with their coworkers. Data also shows that the number of adults that sleep less than 6 hours a day is increasing (C., 2018).

The most concerning risk factors among males and females slightly differ in the way that females have issues with overconsumption of calories and high blood pressure, while males need to watch their dietary choices, as well as tobacco and alcohol consumption. However, most of the risk factors (see Table 2 below) can be addressed by altering the lifestyle choices, and this is where health coaching could help improve the situation (World Health Organization, 2016).

Table 2: Ten most concerning risk factors between males and females

#	Male	Female
1	Dietary risks	High body mass index
2	Tobacco smoke	High systolic blood pressure
3	Alcohol and drug use	Dietary risks
4	High systolic blood pressure	High fasting plasma glucose
5	High body mass index	Tobacco smoke
6	High fasting plasma glucose	Alcohol and drug use
7	High total cholesterol	Low glomerular filtration rate
8	Occupational risks	Low bone mineral density
9	Low glomerular filtration rate	High total cholesterol
10	Air pollution	Low physical activity

Source: World Health Organization (2016), p. 17

Based on the statistical evidence, it can be concluded that health is of great concern in Europe and among the Member States themselves. There are steps countries are taking on a national level, however many of the risk factors can be minimized by increasing healthcare on an individual level. It should, therefore, be emphasized that in order to improve health and reduce illnesses, individuals should be encouraged to create lifestyle changes on their own.

### 1.3.2 Health coaching definition

Health coaching is still a relatively new phenomenon, so an agreed-upon definition of the term is yet to be determined. In Table 3 below, seven definitions of health coaching are presented. They all agree that health coaching includes behavioral changes, support, and health promotion; however, they do not define what health coaching entails; what methods or strategies a health coach can use to help their client.

Table 3: Health coaching definitions

Source	Definition of health coaching
<i>Palmer, Tubbs &amp; Whybrow, 2014</i>	A practice of health education and health promotion in order to enhance the individual's wellbeing and achieve their health-related goals
<i>National Society of Health Coaches, 2015</i>	Evidence-based skillful conversation, clinical strategies, and interventions to actively and safely engage clients in health behavior change to better self-manage their health, health risk, and acute or chronic health conditions resulting in optimal wellness, improved health outcomes, lowered health risk and decreased healthcare costs
<i>Butterworth, Linden, &amp; McClay, 2007</i>	A behavioral health intervention that facilitates participants establishing and attaining health-promoting goals in order to change lifestyle-related behaviors, with the intent of reducing health risks, improving self-management of chronic conditions, and increasing health-related quality of life.

*to be continued*

continued

Source	Definition of health coaching
<i>National Consortium for Credentialing Health &amp; Wellness Coaches, 2019</i>	Health and Wellness Coaches partner with clients seeking self-directed, lasting changes, aligned with their values, which promote health and wellness and, thereby, enhance well-being. In the course of their work, health and wellness coaches display unconditional positive regard for their clients and a belief in their capacity for change and honoring that each client is an expert on his or her life while ensuring that all interactions are respectful and non-judgmental.
<i>Institute for Integrative Nutrition, 2019</i>	Health Coach is a supportive mentor and wellness authority who helps others feel their best through individualized food and lifestyle changes that meet their unique needs and health goals
<i>Primal Health Coach Institute, 2018</i>	Health Coach is a trained professional who can act as a key support figure in a client’s health journey, no matter what his/her particular goal. Armed with holistic knowledge of how fitness, nutrition, and lifestyle all influence well-being, a coach can offer critical knowledge and personal assistance as clients make the changes that will set their health on a new course
<i>Duke Integrative Medicine, 2018</i>	A Health Coach empowers you to make lasting health behavior changes that are the cornerstones of lifelong well-being. It bridges the gap between medical recommendations and your abilities to successfully implement those recommendations into your complex life

Source: Butterworth, Linden, & McClay (2007), p. 300, Duke Integrative Medicine (2018), National Society of Health Coaches (2015), Palmer, Tubbs & Whybrow (2014), p. 92, Wannan (2018), Integrative nutrition (2018) and National Consortium for Credentialing Health & Wellness Coaches (2019)

A paper by Jeanette M. Olsen (2013) researched all the available variations in the use of health coaching documented in the literature and identified seven attributes in order to clarify the term and propose an operational definition. According to Olsen, a health coaching practice is health-focused, client-centered, goal-oriented, enlightening, and empowering and it creates a process and partnership for the client. By employing these attributes, the research showed that clients experienced improved health (both mental and physical), health behavior change (improved disease management, improved self-care, improved self-management), and were able to attain their goals (Olsen, 2013).

For the purposes of this thesis, the definition of health coaching coined by Jeanette M. Olsen (2013) will be used.

### 1.3.3 Types of health coaching

**Individual coaching** is the most intense type of coaching, where a coach is focused solely on one individual and their specific issues. The literature on this variation of coaching has grown exponentially. Theeboom, Beersma, and van Vianen (2013) have analyzed 18 different studies on the topic of individual coaching effectiveness and have discovered that this type of coaching provides a significant positive effect on performance and skills, well-



being, coping, work attitudes and goal-directed self-regulation. They have furthermore discovered that an increased number of individual coaching sessions does not necessarily provide better results and it is dependent on the complexity of issues at hand (Theeboom, Beersma & van Vianen, 2013).

While individual coaching offers high rewards, it is not necessarily appropriate for everyone. It is typically less affordable than other forms of coaching, and while some clients feel more comfortable expressing their issues solely to the coach, certain clients can have a strong need to connect with other individuals who share their problems. There is also no opportunity to benefit and learn from the experiences of others. Besides, some clients might feel uncomfortable and feeling difficulties communicating their issues when they are the center of attention (American Addiction Centers, 2019).

**Group coaching** sessions can provide a sense of community; when individuals commit to their goals in front of their peers, they feel a stronger sense of responsibility to achieve those goals. Being surrounded by other individuals helps them understand that others struggle with similar problems as well, and it might help them foster the desire to create changes by listening to other people's experiences and struggles. They can also get inspired by different ways others facilitate changes and be encouraged to try new methods. Furthermore, coaches teaching health-related materials can do that more efficiently in a group coaching session and, if conducted properly, even strengthen the experience through learning and practicing within the group. It allows the coach to reach larger masses and create a stronger impact (Armstrong et al., 2013).

However, group coaching can be undermined by recruitment and scheduling issues. A group model requires all of the participants to be available at the same time and if the session is conducted in person, also at the same location. This means all of the participants need to be willing to make changes and be continuously available at a predetermined time and location. There is also a question of whether groups should be "open", meaning that they would accept newcomers at any time, or "closed", which means individuals could join only at a certain date. While closed groups help foster a better connection between attendees, where they learn, share, and grow together, they also require individuals to wait until they can join the group. Lastly, coaches need to carefully manage group dynamics. Groups include individuals with different characteristics; introverts and extraverts; some ready to make immediate changes, others needing more information. A coach needs to recognize these traits and employ techniques to draw out quieter clients and redirect the more open ones. Clear communication guidelines are often recognized as useful (Armstrong et al., 2013).

Group coaching is not for everyone. Some do not feel comfortable sharing in a group setting or might feel discouraged if they do not achieve similar results to others. For some, it might be too disruptive. Therefore, it is useful to screen potential clients in order to determine if they would benefit from group coaching (Armstrong et al., 2013).

**E-coaching** is the third form of coaching. Most coaches today use some type of online tool to communicate with clients, such as setting up appointments or communicating between sessions. With e-coaching, however, the entire collaboration evolves online. This means that the location of the clients and coaches becomes irrelevant. Research shows that coaches were able to provide support, motivate their clients, build relationships and solve problems even without meeting in person (Fielden & Hunt, 2011). By coaching, providing materials and doing assignments online, clients can keep their most pressing issues in front of them through the whole program and also after it. Furthermore, with materials available online, clients can always refer back when having questions or issues first, instead of waiting for the coach to respond. Moreover, e-coaching can be more affordable than in-person coaching, because there is no need to travel, for additional time away or renting a space where a client and coach can meet up. T support and encouragement is provided to the client without additional costs (Rossett & Marino, 2005).

On the other hand, e-coaching can also result in miscommunication between a coach and a client. It can be difficult to describe emotions, and coaches may miss certain vocal inflections when communicating through texts or videos or other digital channels. It can also be more difficult to establish a trusting relationship without meeting in person (Rossett & Marino, 2005).

#### 1.3.4 Health coaching and healthcare online

There is evidence that health coaching has a significant positive effect on many different areas of our health (Theeboom, Beersma & van Vianen, 2013); however, the question remains if health intervention and healthcare can be successfully performed online and if they can be as successful as in-person interventions.

Research by Castro Sweet et al. (2017) was conducted in order to assess if digital health coaching can be successful. They discovered that individuals who were interested and willing to participate in a digital program found it meaningful and supportive towards achieving their goals. Improvements were noted in areas of weight loss, better self-care (improved eating habits, regular physical activity), mental health and overall well-being. Olsen & Nesbitt (2010) researched the effectiveness of online health coaching combined with telephone coaching, and they have noted significant positive health behavior changes, which were as great as in case of face-to-face coaching. Furthermore, when comparing the In-person Diabetes Prevention Program and the Online Diabetes Prevention Program aimed the weight loss, there was no significant difference in the weight loss among participants, and more people were willing to participate in an online program than in an in-person program (Moin et al., 2018).

But how willing are individuals to participate in digital programs and share their information online? A survey, conducted by Deloitte in 2018, showed that consumers believe convenience is second most important factor when searching for a healthcare

provider and they are more and more open to new channels of care; More precisely, about a third of consumers are interested in using apps for identifying their symptoms and are interested in online health coaching specifically. 35% of the survey respondents said that they would be interested in using a virtual assistant to identify symptoms and to refer them to a doctor and 31% would be willing to connect with a live health coach who offers text messaging for nutrition, exercise, sleep, and stress management twenty-four hours a day, every day. An increasing number of people is using technology to track and share data. There has been a 25% increase in measuring fitness and health improvement goals and a 12% increase in monitoring health issues with any type of technology (websites, smartphone or tablet apps, personal medical devices, fitness monitors) since 2013.

When researching the profile of potential customers, it appears that people who are either in excellent health or in feeble health are the ones most interested in using digital tools to increase their health. Out of all the age groups, millennials are most willing to engage with and use digital tools when searching for health care, connecting with a virtual assistant or sharing their health information (Betts & Korenada, 2018).

### 1.3.5 Advantages of health coaching

There is increasing evidence that health coaching can be a successful way of tackling the world health crisis. A study performed by Mayo Clinic showed that health coaching significantly improved the overall quality of life, including physical, social, emotional, cognitive, and spiritual functioning, as well as decreased depressive symptoms and perceived stress levels (Clark et al., 2014). Furthermore, a literature review by Jeanette M. Olsen and Bonnie J. Nesbitt (2010) showed health coaching to be very beneficial in improving adherence to a nutritious diet, improving physical activity, effective weight management, increased self-medication adherence and improving health risk factors, such as blood lipid levels, blood pressure, and blood glucose.

Companies are slowly becoming interested in a trend of health coaching, as well. According to Christensen, Waldeck & Fogg (2017), more than \$200 billion are used for health care venture capital, and less than 1% of those investments are focused on helping individuals to play a more active role in their health.

However, the whole-person approach to tackle health issues is on the rise. More and more companies are focusing on health instead of health care. Several different programs have been successfully using coaches and home visits to improve health and reduce costs for the consumers, and authors of the article continue to recommend care providers to embrace the business model of extended teams, which include health coaches (Christensen, Waldeck & Fogg, 2017).

There is also a high potential for collaboration between health coaches and medical practitioners. Doctors could benefit in their practice by letting coaches help clients

understand nutrition and create better dietary habits (Christensen, Waldeck & Fogg, 2017). Currently medical schools do not provide adequate education on nutrition (Adams, Lindell, Kohlmeier & Zeisel, 2006), so external help by a licensed health coach could help bridge the knowledge gap.

According to the U.S. Health Coaching Market Report (Research and Markets, 2018), interest in health coaching has been growing; their research shows that 60% of Americans want health coaching. (LaRosa, 2018) There is, therefore, great potential in health coaching market, and it is only beginning to disrupt the health and wellness industry.

### 1.3.6 Challenges of health coaching

The main challenge of the health coaching market is the lack of regulation. There is no clear definition of what health coaches are or are not authorized to do, so there is a need for a clear and widely accepted standard (LaRosa, 2018). In Europe, there is no need for formal education, or any legislation put in place; however, it is encouraged and desired that coaches do have some form of education (International Coach Academy, 2018). In the United States, health and wellness regulations differ across states; namely, in the nutrition field, there are different rules for practitioners. In some states, only registered dietitians can perform individualized nutritional counseling, some allow individuals who are not registered dietitians but have other credentials, and in certain states, anyone can perform nutritional counseling (Center for Nutrition Advocacy, n.d.).

In the interview at the Functional Medicine Coaching Academy, Peter Hoppenfeld, attorney and expert on law in the health and wellness space, stated that health coaches alone should determine for themselves what they can legally do in their home state (Functional Medicine Coaching Academy, 2018).

An additional challenge for health coaches is the fact that it is not yet well known or understood by the public. Even though 60% of Americans believe they want health coaching, 80% have never been offered the service (LaRosa, 2018). There is no official data for the European market, but since it seemed to be a lot less developed in Europe than in the United States, it is safe to assume that a large percentage of Europeans has not been offered health coaching or explained precisely how it works either.

### 1.3.7 The profitability of health coaching in the United States

To research the profitability of health coaching, the health coaching industry in the United States will be analyzed because this is the area where health coaching has been most researched and followed as an upcoming trend.

Global wellness trends show that personalization is the prominent change individuals will be looking for in the next few years – personalized mindfulness techniques, encouraging to

be more in touch with nature, and individualized nutrition is something populations are being very interested in (McGroarty et al., 2019). Furthermore, in the United States, 86% of the nation's \$2.7 trillion annual health care expenditures is spent towards individuals with chronic and mental health conditions; such costs could be significantly reduced through lifestyle interventions, so it is no surprise that health coaching industry is on the rise (LaRosa, 2018).

According to the US Health Coaching Market report, health coaching is a \$6 billion service market. It has grown for 14% since 2014, and it is estimated to continue to do so. Growth is forecasted at 5.4% annually and should reach \$7.85 billion by 2022. Currently, 109 000 health coaches and educators are working in the United States, with a primary focus on advising and motivating people to change their habits to improve health and manage chronic conditions. This number is estimated to grow to 121 000 coaches by 2022 (LaRosa, 2018).

The average yearly salary of a health coach in the United States is \$56 370, which has grown for 8% per year from 2006 to 2017 (LaRosa, 2018). Statistical data show salary differentiates based on experience and location. Health coaches with less than one year of experience earn, on average, \$17.94 per hour, while coaches with more than 20 years of experience earn 64% more. Also, health coaches in Houston, Texas, earn, on average, 40% more than is the national average. Salaries are also higher in Minneapolis, Minnesota (+27%), New York, New York (+11%), Seattle, Washington (+4%), and Indianapolis, Indiana (+2%). The lowest salaries are found in Chicago, Illinois (-2%) (PayScale, 2019).

Most health coaches have private practices, but they also work at the doctor's office or have their services offered as a part of a wellness program; employers are hiring health coaches to improve health of their staff and insurance companies ask coaches to deliver disease prevention programs to patients and at-risk communities (particular emphasis on weight management, diabetes, smoking cessation and stress management) (LaRosa, 2018).

### 1.3.8 Health coaching certification

Because the health coaching market is not yet regulated, there are many certification programs available, which can vary significantly in the scope education they provide, as well as the required investment. Furthermore, health coaches certified in the United States are eligible to practice in European Union, and the analysis of the competitors in Slovenia, which is presented in the following chapters shows that all of the health coaches in Slovenia are certified through American certification programs; therefore a short review of best-recognized programs has been done.

According to the latest U.S. Health Coaching Market report (Marketplace LLC, 2018), the following organizations are the ones that offer leading Health Coach Certification & Training programs (more information about the programs are available in the Appendixes).

1. American Council of Exercise
2. Dr. Sears Wellness Institute
3. Duke Integrative Medicine
4. Health Coach Institute
5. Institute of Integrative Nutrition
6. Mayo Clinic
7. National Society of Health Coaches
8. Wellcoaches School of Coaching

The programs vary greatly in their offerings, prerequisites, duration, pricing, and accreditations. Out of the eight programs, only two require in-person training, while others allow for the coaches to be trained entirely online; however, none of the programs require certification and examination to be performed in-person.

Some of the programs offer different types of health coaching. For example, the American Council of Exercise offers coaching for families, for adults and seniors or pregnant women, while Wellcoaches School of Coaching and Dr. Sears Wellness Institute break their coaching programs in two stages – basic and advanced.

There are vast differences between curriculums. Some offer basic information on nutrition, health, and lifestyle coaching, while others include advanced coaching skills, such as motivational interviewing or include the business aspect of health coaching as well, in order to help new coaches, build their practices and start their own business.

The coaching program offered by the National Society of Health Coaches is specifically targeted at health professionals or practitioners with some degree in health care, so only people with specific background can be certified, while other programs allow the enrollment and certification of individuals without a university degree or specialization. Specific programs encourage enrollment of people with health care background and offer them discounts, but certification can also be obtained without specific pre-requisites.

The duration of programs varies from 6 to 33 three weeks and is mostly dependent on the depth and intensity of the program. Some are intended merely as additional education to already broad knowledge base that a health coach possesses, while others offer a complete education. All of the programs require final examination before receiving a certificate.

Certification prices vary from \$595 to \$6450 for the entire program. National Society of Health Coaches offers the least expensive program. They believe that licensed and accredited health care professionals have already invested significant amounts into their training, possess a large amount of information and have obtained much experience in this specific field, so the studies can be concentrated and therefore can be affordable at a lower price ("NSHC Frequently Asked Questions", 2019). The most expensive certification programs are offered by the Health Coach Institute and the Institute of Integrative

Nutrition. By comparing their program to the others, they differentiate themselves by offering business modules, as well as health modules.

The analysis of leading coaching programs further confirms the main struggle of the health coaching industry. Without regulation, certification programs differ vastly in their curriculums, letting upcoming coaches themselves decide which elements of health coaching are important to them and what should be later used in their professional career. This situation has created a wide range of health coaching experts, who might not possess the proper skill to coach their clients or even be able to evaluate if they can offer benefit to individuals.

## **2 SOCIAL MEDIA AND COMMUNICATION**

The information gathered in this section will help to understand how companies can market their products and services on Instagram, what are the opportunities and what are the potential challenges they need to be mindful of when deciding on communicating with their customers over this specific channel. Also, research on marketing campaigns will be further used in developing an Instagram mockup campaign later in the thesis. The key expressions used in this section are further explained in the Appendixes.

### **2.1 How Social Media changed communication**

The internet has always been used to interact with the population and had the social component ingrained in its core, but this feature has been greatly magnified with the evolvement of the Web 2.0 technologies at the beginning of the new millennia (Obar & Wildman, 2015).

Web 2.0 describes the second generation of the world wide web. While Web 1.0 offered its users more passive use of the internet, Web 2.0 is focused on an interactive and dynamic experience; users can collaborate and share information through social media, blogging, and web-based communities (Technopedia, 2019). According to O'Rilley (2007), the essential part of Web 2.0 is the ability to gather intelligence, turning the web into some kind of global brain.

Now, more than 57% of the population has access to the internet, and on average, an internet user spends more than six and a half hours each day online. Out of that time, social media take the most significant share (Kemp, 2019).

The term »social media« describes a group of platforms, through which individuals and communities share, discuss, co-create, and modify user-generated content (Kietzmann, Hermkens, McCarthy & Silvestre, 2011).

Companies have less power to influence the consumers’ choices as they were able to in the past. The direct comparison of traditional media versus social media is available in Table 4 below, and it clearly shows the power shift that occurred. Businesses are now open to praise and scrutiny by consumers more than ever; they have opened themselves to the public and individuals now can and even wish to follow their day to day activities, create and publish their opinion at any time and ultimately have a massive influence on the company’s operations (Gati & Markos-Kujbus, 2012). This new way of communication represents an important change a new business needs to be mindful of when developing their service or product. Now, customers can be included in the process at the very beginning, helping the company shape their offering; however, they also develop opinions of how a new company contributes to the society or if they believe in the vision of the company, which massively influences the public support the company strives to gain.

*Table 4: Comparison of traditional and social media*

<b>Traditional media</b>	<b>Social media</b>
Fixed, unchangeable	Instantly updateable
Commentary limited and not real-time	Unlimited real-time commentary
Limited, time-delayed bestseller list	Instant popularity gauge
Archives poorly accessible	Archives accessible
Limited media mix	All media can be mixed
Committee publisher	Individual publisher
Finite	Infinite
Sharing not encouraged	Sharing and participation encouraged
Control	Freedom

*Source: Gati & Markos-Kujbus (2012), p. 5*

Certain platforms are intended for general masses (such as Facebook, Instagram, Snapchat...), while others are focused on professionals (LinkedIn). There is also a difference in the way of sharing the content. Instagram and Snapchat share in the form of photos and pictures, YouTube is a platform for communication with videos, while Twitter users communicate through short statements (Kietzmann, Hermkens, McCarthy & Silvestre, 2011).

The rise of social media created a change in the way companies interact with their customers. The power of those in marketing and public relations has been diminished and given to individuals and communities that share their experiences, discuss opinions, and have access to much information from blogs, Facebook posts, tweets, photos, and videos. Their opinions can be expressed without specific permission by the companies and can have detrimental effects on the company’s reputation and overall success (Kietzmann, Hermkens, McCarthy & Silvestre, 2011).

In order to further explain the way social media operates, Kietzmann, Hermkens, McCarthy & Silvestre (2011) developed a framework consisting of seven functional



blocks. Each block describes a specific feature of social media user experience and how it affects the company.

1. **Identity** refers to the degree to which users reveal their personal information in a social media setting. This includes general information, such as name, gender, age, location, as well as users' preferences and lifestyle. Many users choose to reveal their actual names, while several use nicknames to cover their identities. Because of a broad spectrum of information available on these platforms, many users are concerned about their privacy and information misuse; specifically, they do not want companies to use the data for surveillance and data mining. It is essential to strike the right balance between sharing identities and protecting private information; otherwise, this can lead to a lack of accountability among users or encourage cyber-bullying.
2. **Conversations** mark the extent to which users communicate with each other in the social media environment. Platforms are created for users to share their thoughts for different reasons. Users might want to share their opinions, make connections with other individuals or to be up to speed with the latest technology or topics. Some might use social media to promote themselves, to support a particular cause or express their opinion on environmental or political issues. Therefore, the company needs to choose carefully which platform to use, based on what kind of conversation would it benefit from the most. Twitter is, for example, intended for sharing short messages, which keep awareness on the current issues. If a company utilized Twitter as a social media platform, it would need to create tools and capabilities that would allow it to keep track and make sense of the rapidly changing environment. On the other hand, using a blog would allow them to give detailed information, but less frequent messages. This can be equally useful; however, it is most often less engaging.
3. **Sharing** describes the extent to which users exchange, distribute, and receive content. The way and purpose of sharing depend on the type of platform and its functional objective. Kietzmann, Hermkens, McCarthy & Silvestre (2011) suggest that there are at least two crucial implications, which can help companies, that wish to engage in social media; The first is the need to understand which are the objects of sociality that their users have in common; they can also identify new objects, which will mediate their shared interests. If this is overlooked, the platform will be merely employed as for connecting two users but will not succeed in connecting these two users; Second is concerned about the degree to which the object can or should be shared. Copyrights issues can occur if the material shared is not compliant to the law. For example, YouTube suffered several lawsuits due to its users uploading videos that were not their property. It is crucial to employ mechanisms and controls to filter and screen the shared content.
4. **Presence** refers to the extent to which users can know if other users are accessible; this can include knowing their exact location, where are they at the moment, and when they are available online. On a platform that can be visible, for example, through a status update declaring a user is "available". Some platforms use the accessibility information

to connect users who are in the same geographic area (in the case of Facebook and Twitter, users can check who of their friends is living nearby). Sometimes users prefer to communicate in real-time; other times, they wish for communication through sharing data; perhaps they wish to be in touch with other users. Companies need to recognize the degree to which users deem accessibility important.

5. **Relationships** block refers to the extent to which users are associated with other users; this means that users have some mutual features that bring them together, let them converse with one another, engage or merely list each other as “friends”. Depending on the platform, these connections vary in the degree of formality. Connections on LinkedIn can be very formal because the connections are often between (potential) employers and employees or coworkers. Alternatively, connections on Instagram, Facebook, or Snapchat are much more relaxed and informal. User’s relationships give information on how many connections they have and where do they rank on the ladder in their network of relationships. Research suggests that the more extensive the network, the higher the probability the user is an influential member in their network of relationships. Companies need to understand how meaningful relationships are to the users of the chosen platform, how to engage with them and how to maintain the relationships.
6. **Reputation** block is focused on the extent to which users can identify the standing of others in a social media setting. In most cases, this entails trust, but in the case of social media, it also refers to content people are putting out; this content is often reviewed and evaluated through the content voting system (likes, shares, view-counts...). If firms and users put a high value on their reputation, they need to choose a metric to measure their success. Most usually, the metric is the engagement of users with the content of the firm or a particular person; it can also be the number of followers the company or the person has. After deciding on the metric, the firm needs to decide on the measuring tool, which can be based on objective data (such as a number of followers) or collective intelligence of the crowd (such as a rating system).
7. **Groups** explore the extent to which users can form communities; the more social the network is, the bigger the circle of friends, follower, and contacts become. There are two major types of groups:
  - Groups, created by individuals, sorting through their contacts, and putting them on different self-created lists. (ex. Twitter)
  - Groups that are either open to anyone closed (require approval) or secret (require an invitation) (ex. Facebook) (Kietzmann, Hermkens, McCarthy & Silvestre, 2011)

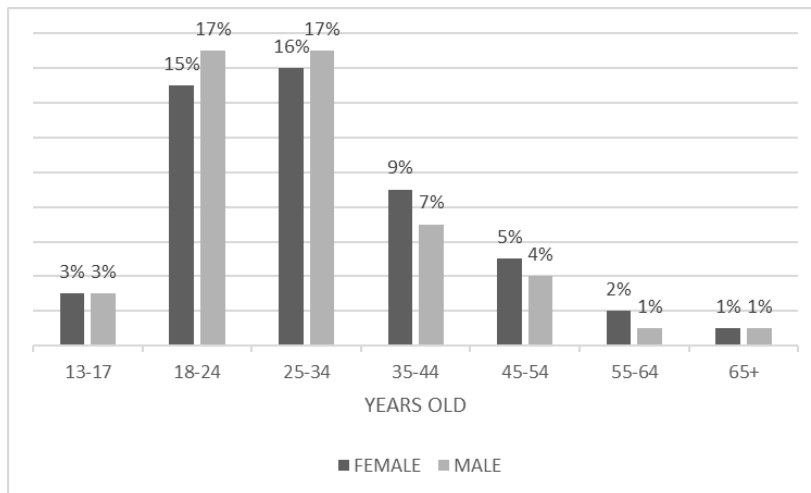
## 2.2 Why use Instagram, and how is it different?

Instagram was founded by Kevin Systrom and Mike Krieger in 2010 (Frier, 2018). It is an application available for free to its users. It is primarily a mobile application and can be used on a smartphone, but certain features are also available on a computer application (such as commenting and editing your profile). Its main feature is to share photographs,

with the latest additions of video sharing (Instagram Stories and Instagram TV); It lets users apply different tools in order to manipulate the photographs and to share them instantaneously with their friends and followers (Hu, Manikonda & Kambhampati, 2015; Ting, Ming, Run & Choo, 2015).

Since its launch, Instagram has acquired 1 billion active user accounts (data from January 2018). In Europe alone, there are 462,5 million active social media users and 393,4 active mobile social users. Individuals aged 18-24 and 25-34 make up the majority of Instagram users (65%) (see Picture 1 below) (Kemp, 2019).

*Figure 1: Profile of global Instagram users*



*Source: Kemp (2019), p. 108*

### 2.2.1 Distinct visual community

Instagram uses visual communication in a different way than other social media platforms. Communication with the help of pictures and expanding the audience by using hashtags is available on other platforms as well, but on Instagram, they have a particular meaning (Highfield & Leaver, 2016).

Instagram users express themselves through photographs and short videos; however, they are not able to use only written words (unlike on Facebook or Twitter). This created a strong visual-oriented culture. Users do not need additional editing apps; Instagram provides all the editing tools and allows the user to create the content, edit and post it online. With the combination of the fact that the platform is intended to be used only as a mobile application, Instagram created different user behavior and motivation in comparison to other platforms (Lee, Lee, Moon & Sung, 2015).

Lee, Lee, Moon & Sung (2015) researched in their paper the question of user motivation behind posting content in this particular way. They have found that the main reasons were:

- Establishing and maintaining social relationships with other people
- Dispelling loneliness, meet others and gain social support
- Seeking social relationships with users who share similar interests
- Archiving motive
- Presenting personalities, tastes, and lifestyles
- Escapism
- “Peeking” = seeing how other people live their lives, even if they do not know each other

The findings show that Instagram is a platform where users feel empowered, can connect with like-minded people (“followers”), and can express themselves (Lee, Lee, Moon & Sung, 2015).

### 2.2.2 Communication with users

As Facebook refocused on being a platform for maintaining social connections with friends and family, Instagram has become the leading platform for brand recognition (Newberry, 2019). Many have recognized Instagram as an incredible tool to communicate with users because it lets companies showcase their products through various tools (through photos, videos, or Instagram stories) and can benefit from highly engaging users; Instagram engagement rates are higher than on Twitter or Facebook (Later, 2019).

A recent study shows that 72% of Instagram users base their decision on buying something by seeing it while browsing through the application. Consumers do not look at the companies to make a purchasing decision; instead, they turn to fellow consumers and their favorite personalities (Smith, 2018).

According to the Instagram Marketing guide (Later, 2019) to successfully communicate with users, businesses need to take specific steps in order to make their message clear and products or services visible to the mass audience:

1. Identifying goals and objectives
2. Finding a target audience
3. Setting up a business profile
4. Building a consistent Instagram aesthetic
5. Utilizing Instagram stories
6. Optimizing Instagram bio
7. Building a content strategy

### 2.2.3 Types of advertisement and marketing campaigns

Since 2015 anyone can create Instagram ads through Facebook’s self-serve advertising platform and can do that by running five different types of adds: photo ads, video ads, carousel ads, slideshow ads and stories ads (see the Appendices) It is crucial for the business to decide on the objective of each marketing campaign in order to choose the correct type of advertisement. It can be observed from Table 5 below that there are seven different campaign objectives to choose from when deciding on advertising on Instagram (Campbell, 2019).

*Table 5: Ad campaign objectives*

<b>Campaign objective</b>	<b>Use</b>
<i>Brand awareness</i>	Driving awareness of the business, product, or service. Targeted to customers who are more likely to recall the brand.
<i>Reach</i>	Driving awareness of the business, product or service Allows for a broader audience reach, compared to brand awareness
<i>Traffic</i>	Driving visitors to the business’s website or creating an offer for the audience
<i>App installs</i>	Driving the customer to download the app the company has developed
<i>Engagement</i>	Promoting offers, Instagram accounts and posts
<i>Video views</i>	Promoting the video, when running a video ad, carousel ad, slideshow ad, or story ad.
<i>Lead generation</i>	Collecting information from users, such as emails
<i>Conversions</i>	For e-commerce businesses who wish to boost sales

*Source: Campbell (2019)*

The latest Adstage report (2019) states, the price for placing advertisement in the news feed is on average 0.67\$ per click or on average 6.09\$ per one thousand impressions served while placing an advertisement in stories cost on average 0.76\$ per click, or on average 3.96\$ per one thousand impressions served in the second quarter of 2019.

Furthermore, Gary Henderson (2019) reports that advertisement is most expensive during weekdays, because of higher engagement. The highest cost per click is charged on Wednesdays, followed by Tuesday and Friday; it is higher during holidays as well. In addition, he reports that women are, on average more expensive to target than men and that the most expensive age group to target is 25-34-year-olds.

One of the most used marketing strategies on Instagram is “**Influencer marketing**”. It is very effective, because it removes the barriers of traditional advertising in helps companies introduce their brand through a more trustworthy source (Later, 2018). Influencer advertisement makes it less apparent if a particular post is a genuine endorsement or if it is paid for (Woods, 2016).

Pricing of influencer marketing campaign varies significantly through the platform (depending on the person and the length of the campaign); however, the report from Later

(2018) announced prices could vary from \$250 to \$1000 and up to \$10000 for most successful influencers.

Even before inspecting the number of followers of an influencer, it is important to ensure their account attracts individuals who would be interested in the product or service the company is offering. Secondly, a business should check the engagement on the account (e.g., is the audience responding to the content, are they commenting, liking, or sharing) and the authenticity of the profile. Consumers are very suspicious when it comes to obvious advertisements, so such campaigns are much less successful. By gathering the information from the previous two steps, businesses should be able to make an educated guess if a specific influencer is appropriate for their brand or not (Considerable Influence, n.d.).

#### 2.2.4 Marketing campaigns examples

The following examples present some of the best practices of Instagram marketing campaigns. These practices have been selected because they show different methods of engaging the audience, while remaining adaptable to the investment a company can allocate for social media marketing. The methods used in these examples will be employed in a mockup marketing campaign developed later in the thesis. Visual examples of the marketing campaigns can be found in the Appendixes.

#### **Case study: Bloom & Wild – Increasing the customer reach and engagement**

Bloom & Wild is a flower shop based in the United Kingdom. Its marketing strategy has been praised for attracting a very engaging audience without needing to invest large amounts of money. They have created a strong presence by understanding their audience and ad testing (Balderson, 2016).

They started their campaign by creating a “Lookalike Audience”. It is a way to reach a specific audience, who are likely to be interested in the business because they are similar to the best customers that the business already has. When creating a Lookalike Audience, a business has to select a “source audience”, meaning the audience they believe represents their customers and then, with the help of Instagram algorithms, identify the common qualities of the people in it. The source audience can be people who are following the Instagram account, Facebook page fans, or in the case of Bloom & Wild, people who subscribed to their mailing list (Instagram Business Team, 2015).

After creating the Lookalike Audience, Bloom & Wild ran a Website clicks campaign with the intent of driving an audience to their website. They have tested several different advertising formats, from image to video adverts, which included the “Shop now” button, which linked people directly to their site. They have also tested different images – some were the images of their bouquets; some presented their unique packaging, and others

showcased the customer experience when using their service (Balderson, 2016; Instagram Business Team, 2015).

Finally, they have analyzed all the different adverts, compared the engagement between images, and whatever image would gain the most attention, would be used for their primary ad campaign. Their results showed that videos performed best; they encouraged most engagement with the audience and attracted most customers. After deciding on their best performing ad, they scaled up the advertising expenditure for that particular advert and added a strong call to action. Their effort resulted in an increase of orders by 62% and many new customers engaging on their Instagram profile (Balderson, 2016; Instagram Business Team, 2015).

### **Case study: Nike – “Nike React”**

Nike, an American athletic footwear and apparel company, is known to be one of the most popular brands on Instagram (Ueland, 2019) and their Social Media Manager, Wes Warfield, claims that personalization is the primary driver of Nike customer communication on social media. With having to manage 200 different social media accounts, Nike staff needs to continuously coordinate in order to display the same message over all the accounts. The company also uses Instagram to build a strong sense of community among its followers by encouraging sharing of the Nike experience among users and engage with them when they need support. (Peters, 2019) They are known for celebrity athlete endorsements; however, they also inspire their audience with photos and videos of outstanding unknown individuals, who wish to pursue their dreams in segment series, such as “Dream Crazier” or “Fight for Your Dreams” (Ueland, 2019).

Just as Nike is using creative content to connect with their audience and create an active community, it is being creative in their marketing campaigns and is often quoted when enlisting most successful social media marketing campaigns (Erkilic, 2018; Ivanov, 2018; Moorman, 2018; Peters, 2019).

In 2018, the company launched a “Nike React” campaign, introducing its latest footwear; however, they have done it in a particular way. Nike decided to create anticipation among its followers by presenting the main feature of the footwear without exposing the final product. Namely, they have posted an image with a mannequin foot, placed on top of pillows, sponges, and springs. Under the image, they stated, “The inspiration for a running innovation that feels like this (without actually looking like this)”. They also revealed the release date. The image encouraged the audience to “feel” the product before actually seeing it, and even without the visual, followers got excited, asking when will the new shoes be available (Ivanov, 2019; Moorman, 2018).

The image got over 500 000 likes (Joint, 2019). Nike continued the promotion by releasing a video featuring the shoes a few days later. The video had almost 7 million people and generated substantial engagement (Ivanov, 2019; Moorman, 2018).

### **Case study: The Worldwide Breast Cancer Organization – “Know Your Lemons”**

The World Breast Organization launched a very successful marketing campaign in 2017 to educate women about cancer warning signs they might not have known about in the past. Instead of using medical terminology, which can be challenging to understand and can sound intimidating, the organization spread information using different shapes and sizes of lemons. The “Know Your Lemons” campaign was built around an image of 12 lemons in an egg carton, each depicting a different warning symptom. The image of lemons was carefully selected. It could portray the symptoms in great detail without being too graphic. They did not have to depend on the text. The image itself has passed the taboo test and was used by the Turkish government, local clinics in Kenya, and has been posted in hospitals in Jeddah, Saudi Arabia. It was shared in 93 different countries and has been, among others, translated to Arabic, Spanish, and Hindi (Conick, 2018).

In the article by Liam Davenport (2017), dr. Beaumont from Medscape Medical News explained that research shows patients recall as little as 14% of the information gained during consultation and told that a large number of patients feel uncomfortable talking about breasts and discussing cancer even with their friends and family. She believes the image became so popular, because it appears friendly and approachable.

The original image was later followed by a full digital campaign, which also included a quiz to determine if viewers are at risk for breast cancer. The campaign reached more than 7.3 million people; it encouraged women to share their stories, ask questions, created a supportive community and secured a considerable increase of donations to the organization (Gebauer, 2017; Kay, 2018; O’Brien, 2017).

### **Case study: Subaru – “Meet an Owner”**

Subaru, a Japanese car manufacturer that is one of the fastest-growing companies in the United States automobile industry (Bunkley, 2019), has been building a strong social media presence with the help of influencer marketing.

In 2017 they launched a marketing campaign titled “Meet the owner” to promote the new Impreza vehicle. Subaru’s new car launch was targeted towards millennials (Hill, 2017), so they decided to collaborate with 20 influencers from different niches – artists, photographers, professional athletes, and many more to foster a positive brand image and to promote it to a broader audience (Raza, 2019). To increase the overall brand awareness, the hashtag #MeetanOwner was employed (Mediakix, 2017).

The influencers were able to use their creativity and promote the car with the type of content they usually make for their audience. Potential customers were also able to communicate with the car owners and ask them questions and recommendations about the car (Hill, 2017).



One of the two key influencers employed was Zach King, an influencer who performs eye-catching digital magic tricks, so he created two Instagram videos performing a trick centered around a Subaru car (Mediakix, 2017). His video has managed to generate more than 8 million views (Raza, 2019), 1.6 million likes, and 7000 comments (Lopez, 2017).

Overall, their marketing campaign generated 1.9 million likes and 9000 comments through 58 sponsored posts and had an average engagement rate of 9%. Furthermore, in the year of the campaign, their sales increased by 10% (Bethel University, 2019).

The case studies presented have demonstrated that businesses need to be mindful and creative when marketing on Instagram. It is crucial to understand the specific customer segment a company wishes to target, what are they interested in and what they respond to. Furthermore, customers are interested in creative and intelligent ways of marketing, which are not too direct, but invoke an emotional response and help them connect to the product on a higher level. Also, it is important to address any more sensitive subject, such as being overweight or unhealthy in the case of health coaching, in a way that potential customers do not feel negative emotions but rather focus on the positive. Lastly, the case of influencer marketing demonstrated that customers can be reached through channels where initially businesses might think they do not exist or would not be interested in the product or service, but letting individuals express their opinions about the offering in their own way, can help potential customers understand the brand and connect with it better than from a direct company message.

### 2.2.5 Opportunities for using Instagram as a market communication channel

In 2018, Facebook commissioned “Project Instagram”, which was performed by Ipsos, where 21,000 people aged 13-64 from 13 different countries were questioned and “Instagrammers on brands” by LRWTonic, where 70 Instagram users were interviewed (Facebook Business, 2019a).

The surveys showed significant findings for businesses and brands operating on Instagram. Two out of three people said Instagram is a place that enables them interaction with brands and that they are eager to connect with those brands. One-third of participants said the platform includes ads that are relevant to them. Based on the findings, marketers now have an opportunity to reach different customer segments, including people who do not watch television every week (Facebook Business, 2019a).

57% of people surveyed noted that they are using Instagram more now than they did a year ago and 44% are confident they will use it even more in the following year (Facebook Business, 2019a). Furthermore, the research by Kemp (2019) suggests that total advertising audience on Instagram has amounted to 895 million monthly active users, with 50% being male and 50% female. As of January 2019, 15% of adults aged above 13 can be reached with adverts and the quarter-on-quarter growth in Instagram advertising is 4.4% (Kemp,

2019). Also, eight out of ten users are likely to follow a business account on Instagram and 200 million users visit business profiles daily. By the end of the year, Instagram is expected to account for almost a quarter of all Facebook's advertisement revenue and around 30% by the end of 2020 (West, 2019).

#### 2.2.6 Challenges of using Instagram as a market communication channel

Because Instagram is a visual platform, it is crucial to be able to create compelling visuals that clearly express the message a company is trying to portray in a way that it engages and entertains the follower. A research conducted by Nadya Khoja showed that original visual content engages with the audience best; however, marketers struggle with being able to produce the content consistently. When asked to rank the difficulty of consistently producing brand visuals from 1 to 10, 47.7% of marketers voted seven or higher (Khoja, 2019).

When communicating with clients a company, therefore, needs to think about all the aspects of visual communication; which emotions they wish to invoke, what message do they want to convey and what action do they want their customers to take, while at the same time making sure to carry those messages consistently in order to keep the engagement high.

In addition, for a business to successfully communicate with users, it has to continually analyze and redefine its strategy due to frequent algorithm changes on Instagram. Understanding the Instagram algorithm is crucial because it is key to reaching larger audiences. In 2019 the algorithm has changed in a way that the order of photos and videos shown on the feed of an Instagram profile is based on a likelihood that a particular person will enjoy the content. Posts are prioritized not only by engagement but according to the relationships followers had formed with a specific account and according to when the content was published. The developers have further explained that this improves the user experience and prioritizes moments people care most about (Carbone, 2019).

Lastly, there are specific challenges when employing influencer marketing as a part of customer communication. According to the 2018 survey (Sipka, 2018), almost 40% of marketers plan to increase their influencer marketing spending; however they are struggling with determining the return on investment (ROI). This is challenging because ROI in the case of influencer marketing is not only measured in profits, but it also shows in more extensive brand awareness and higher content engagement. Businesses need to decide beforehand how they wish to measure results in order to create a clear picture of the profitability of influencer marketing. Businesses also need to monitor the possibility for influencer marketing fraud, such as having fake followers or bot-driven engagement, which have increased with the Instagram popularity as well. To combat frauds, companies need to look at real results, such as conversions, product sales and the quality of engagements (Sipka, 2018).

### **3 METHODOLOGY**

The health coaching opportunity will be evaluated with the use of primary and secondary sources. Primary sources have been collected through expert interviews, questionnaire data, and the creation of a working prototype. Interviews and the questionnaire were used to understand the current health situation among potential customers and to verify the need for a health coach in the market. Secondary sources have been collected through a review of domestic and foreign scientific literature.

The opportunity will be evaluated according to the three factors based on the design thinking framework: desirability factor, feasibility factor, and viability factor. The desirability factor will be determined according to the literature review, market research and conducted interviews and questionnaires. The industry dynamic and competitiveness will be analyzed through Porter's Five Forces framework. The feasibility factor will be determined through prototyping, with particular attention to the commentary and reviews of the tested prototype from the participants. The viability factor will be determined through market estimation and financial calculations.

According to the findings from the opportunity evaluation, a business model canvas will be developed, which will be based on the theory of Osterwalder & Pigneur (2010). Within the model canvas, a mockup Instagram marketing campaign will be created, which will combine the findings of the successful marketing campaigns presented in the previous chapter.

#### **3.1 Design thinking method**

The concept of design thinking was popularized in 2008 by David Kelly, the CEO of IDEO; however, it has existed much longer. It has been described in a book by Don Norman 30 years before, but the term has not yet been coined at the time (Norman, 2013).

Design Thinking Method is a framework in which companies shift their way of thinking about creating products or services. Instead of focusing on business reasons, companies try to focus on real user needs, understanding the actual problems, and finding elegant solutions. In IDEO, they also call it "Human-Centered" design (IDEO.org, 2015).

The framework is supposed to be very fluid and does not include a narrow, straightforward path; however, there are general steps of implementation involved. During the process, businesses are expected to go back and forward between these steps until they are satisfied with the final solution (Stickdorn & Schneider, 2011). This also provokes small advancements based on partially known information, which gives many results for further analyzing (Gasparini, 2015).

Design thinking consists of 5 stages, which do not necessarily need to follow the order. Often researchers return to the previous stage or jump to a different one, depending on the development of the product (Dam & Siang, 2019a; Lokassa Sa, 2018).

1. Empathize
2. Define
3. Ideate
4. Prototype
5. Test

Each of the stages can be completed through a variety of methods, explained in Table 6 below.

*Table 6: Design thinking stages*

<b>Stage</b>	<b>Definition</b>	<b>Methods</b>
<i>Empathize</i>	Includes consulting experts, engaging with people in order to observe their experience and motivations, and immersing the researchers themselves in the environment to gain a deeper understanding of the issues surrounding the problem. It allows the researchers to put aside their presumptions and discover user's actual needs and it is said to be the most important of the stages	<ul style="list-style-type: none"> <li>- Assuming A Beginner's Mind               <ul style="list-style-type: none"> <li>- Ask What? How? Why</li> </ul> </li> <li>- Photo and video-based user studies</li> <li>- Personal photo or video journals               <ul style="list-style-type: none"> <li>- Interviews</li> </ul> </li> <li>- Engaging with extreme users               <ul style="list-style-type: none"> <li>- Analogous empathy</li> </ul> </li> <li>- Sharing inspiring stories               <ul style="list-style-type: none"> <li>- Bodystorming</li> </ul> </li> </ul>
<i>Define</i>	Using the information gathered during the initial stage to define the problem. The most important questions: <ul style="list-style-type: none"> <li>- What is the actual problem at hand?</li> <li>- Who is affected by the problem?</li> <li>- In what ways can the problem be solved?</li> </ul>	<ul style="list-style-type: none"> <li>- Space, saturate and group and affinity diagrams               <ul style="list-style-type: none"> <li>- Empathy mapping</li> <li>- Point of view</li> <li>- "How might we"</li> <li>- Why-how ladder</li> </ul> </li> </ul>
<i>Ideate</i>	The goal is to find as many solutions as possible and with the help of different techniques, evaluate and research them.	<ul style="list-style-type: none"> <li>- Brainstorm</li> <li>- Braindump</li> <li>- Brainwrite</li> <li>- Brainwalk</li> <li>- Challenge assumptions...</li> </ul>
<i>Prototype</i>	Should be an inexpensive and scaled-down version of the product in order to investigate the problem solutions. The aim is to find the most fitting solution for each of the identified problems in the first three stages.	Low-fidelity prototyping: (use of basic models and examples) <ul style="list-style-type: none"> <li>- Storyboarding</li> <li>- Sketching</li> <li>- Card Sorting</li> <li>- Wizard of OZ</li> </ul> High-fidelity prototyping (use of prototypes similar to the finished product)

*to be continued*

*continued*

<b>Stage</b>	<b>Definition</b>	<b>Methods</b>
<i>Test</i>	<p>Testing of the complete product, using the best solutions identified in the prototype stage, but it can be used any time in the design thinking process.</p> <p>It involves generating the user's feedback and deepening the understanding of their wants and needs.</p>	<p>There are no varying methods because of the straightforwardness of the testing segment.</p>

*Source: Dam & Siang (2019a), Dam & Siang (2019b), Dam & Siang (2019c), Dam & Siang (2019d) and Lokassa S (2018)*

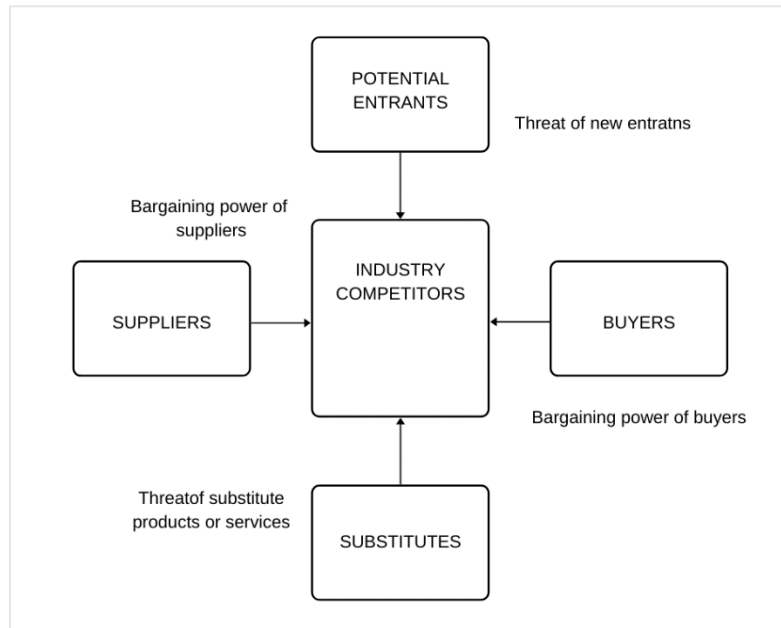
The end goal of design thinking is to create a desirable, feasible, and viable product. (Dam & Siang, 2019d). The desirability aspect is associated with the focus on the people. It explores how the potential customer will accept a service or product, how will they engage with it and if they will find it compelling. It appeals to the emotions, needs, and behaviors of the future users. Feasibility is about technical and organizational possibilities in the future. It questions whether the product or service is technically possible to execute if it is practical and if it can be implemented within reasonable costs. Finally, a viable solution can become a part of a sustainable business model financially and economically. Good design solution needs to be self-sustaining and continue to support itself even after the project is concluded (Brown, 2009; Dam & Siang, 2019d; Menold, Simpson & Jablow, 2016;).

### **3.2 Porter's Five Forces**

Michael Porter has been recognized as one of the leading experts in the field of strategic management, with his work providing practical analytical frameworks for developing a competitive strategy (Stonehouse & Snowdon, 2007). The Porter's Five Forces analysis helps a business to understand the attractiveness of a particular industry for long-term profitability, which factors determine that attractiveness and what is the competitive position of a particular firm within the industry (Porter, 1998).

Picture 2 below shows five forces, which together disclose what competitive strategy should a company choose: threat of new entrants, bargaining power of buyers, the threat of substitutes, bargaining power of suppliers, and intensity of rivalry (Porter, 1998).

Figure 2: The Five Competitive Forces that Determine Industry Profitability



Source: Porter (1998), p. 5)

### 3.3 Business Model Canvas

This thesis is based on Business Model Canvas by Osterwalder & Pigneur (2010); therefore, their definition of a business model will be used as well. They define a business model as a blueprint for describing the way businesses create, deliver, and capture value. It includes nine different blocks, which all cover the four most important areas of business: customers, offer, infrastructure, and financial viability (see Table 7 below).

Table 7: The Business Model Canvas

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams	

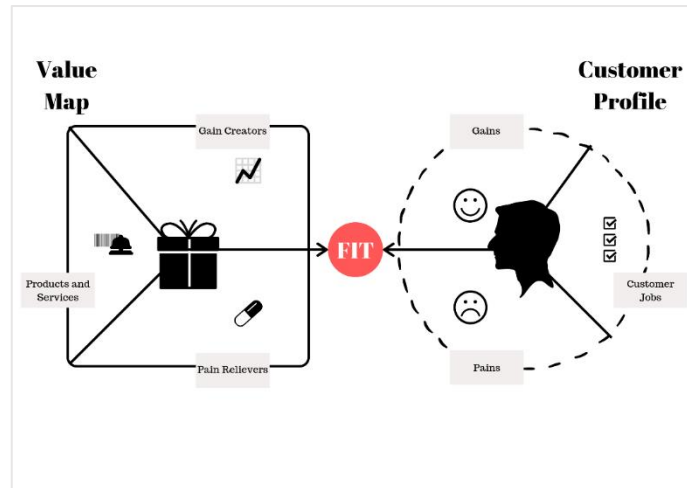
Source: Osterwalder & Pigneur (2010), p. 44

When developing the value proposition block, Business Model Canvas can be paired with a Value Proposition Canvas, presented in Value proposition design (Osterwalder, Pigneur, Bernarda & Smith, 2014),

Value Proposition Canvas consists of two sides – Customer Profile and Value Map (see Figure 3 below). Customer Profile describes the individual customer segment in greater detail and breaks the customer down into its jobs, pains, and gains. The Value Map breaks down the value proposition into products and services, pain relievers, and gain creators. It

is crucial to achieve the Fit between Value Proposition and Customer Profile. That happens when products and services produce pain reliefs and gain creators which match one or several jobs, pains, and gains that are important to the customer (Osterwalder, Pigneur, Bernarda & Smith, 2014).

*Figure 3: Value Proposition Canvas*



*Source: Osterwalder, Pigneur, Bernarda & Smith (2014), p. 9*

## 4 ANALYSIS

**The purpose** of the chapter is to bring all of the information gathered about health coaching and social media marketing together in order to assess if health coaching can be a viable opportunity and to develop a business model canvas opportunity by understanding who the potential users are, what are their characteristics, understanding their issues and testing the problem solution by creating a prototype of a health coaching program. In the earlier chapters it has been established that health coaching industry is increasingly growing in the United States and could potentially be a great business opportunity in Slovenia as well, so it is vital to learn what are the elements of a business model for an opportunity in health coaching, what are the challenges of starting a health coaching business in Slovenia, and how can they be resolved.

First, the health coaching industry in Slovenia will be analyzed, which will be followed by market size evaluation. Second, findings from interviews and questionnaires will be discussed together with the problem description and proposition of a solution. The solution will be tested, and the results will be presented in the next segment. Finally, the business model canvas will be developed with a detailed description of each of the nine building blocks.

## 4.1 Development of a health coaching opportunity

### 4.1.1 Health coaching in Slovenia

There is no official definition or classification of health coaching in Slovenia. The research shows that health coaching certification programs currently do not exist; however, education in nutrition and fitness is possible through official University programs or by certification, which can be evident from Table 8 below. It shows that the programs offered in Slovenia are different from the programs for health coaching that exist abroad, because of the latter offer education on additional fields of health, such as stress management or sleep. Moreover, education in Slovenia is focused on health aspects but does not research the business aspect of health coaching, which is included in individual health coaching offerings mentioned in this thesis.

*Table 8: Health education in Slovenia*

<b>Health education program</b>	<b>Fields</b>	<b>Professional title</b>
Faculty of Health Sciences, University of Primorska	Nutrition	Diplomirani dietetik (VS)
Biotechnical Faculty, University of Ljubljana	Nutrition	Master of nutrition (Msc.)
Faculty of Health Sciences, University of Maribor	Nutrition	Magister zdravstvene nege
Faculty of Sports, University of Ljubljana	Sports	Bachelor of Sports Training
AFP Europe Certification	Nutrition, personal training	Certified nutritional consultant Certified personal trainer
Fitnes zveza Slovenije	Nutrition, personal training	Certified nutritional consultant Certified fitness instructor Certified Pilates instructor Certified group fitness instructor
Fit Tovarna	Personal training	Certified personal trainer
Empire Fitness Association	Personal training, nutrition	Certified nutritional consultant Certified personal trainer Certified group fitness instructor

*Source: Univerza v Ljubljani, Biotehniška fakulteta (2019), University of Ljubljana, Faculty of Sport (2019), Empire Fitness Association (2019), Faculty of Health Sciences, University of Primorska (2019), Fitnes zveza Slovenije (2019), University of Maribor, Faculty of Health Sciences (2019), Fit Tovarna (2019) and Association of Fitness Professionals (2019)*

In Slovenia, either the original term – Health Coaching – or a translation of it (“Zdravstveni trener”) are used, when describing a certified professional, who educates individuals or masses on the topics of a healthy lifestyle. I have researched the market for practicing health coaches in Slovenia using the following criteria:



- The individual used the term “health coaching” or “zdravstveni trener” when describing their service
- The individual has been certified or licensed as a “health coach”
- The individual has published articles or been active on social media in the past year

Following the criteria disclosed above, there are three practicing health coaches in Slovenia at the moment (see the Appendices).

All three of the health coaches are focused on primarily helping individuals in their endeavors. One of them mentions collaborating with businesses to improve corporate health; however, that was only stated on their Facebook page and not specified on the website, and another one mentioned offering customized workshops upon request. All of the three websites, however, focus primarily on individuals and the need to pay attention to different areas of health, not only nutrition and fitness.

They all highlight the importance of individualism, stating that each person needs slightly different health guidelines, depending on the state of their health, lifestyle, gender, and their goals.

Also, the main communication channel of all three health coaches seems to be Facebook, where they publish news about their work, as well as motivational and educational content. Two of the health coaches have Instagram accounts, but they do not have a large following of potential customers nor do they publish content regularly.

On the other hand, each of the health coaches is focused on a different field of health. Two have obtained their certification from The Institute for Integrative Nutrition; however, one is focused on thyroid and hormonal health, while the other is offering help with general health. Third health coach obtained their certification from The Primal Health Coach Institute, which is focused on the ancestral health theories and offers individuals coaching based on these principles; In addition, they also offer mediumship and meditation workshops. Therefore, two of the coaches appear to be more specialized with their offering (one helping with thyroid and hormonal function, the other coaching based on the studies about our ancestors while also offering mediumship and meditation work), while one offers a more general approach, especially pertaining different dietary choices.

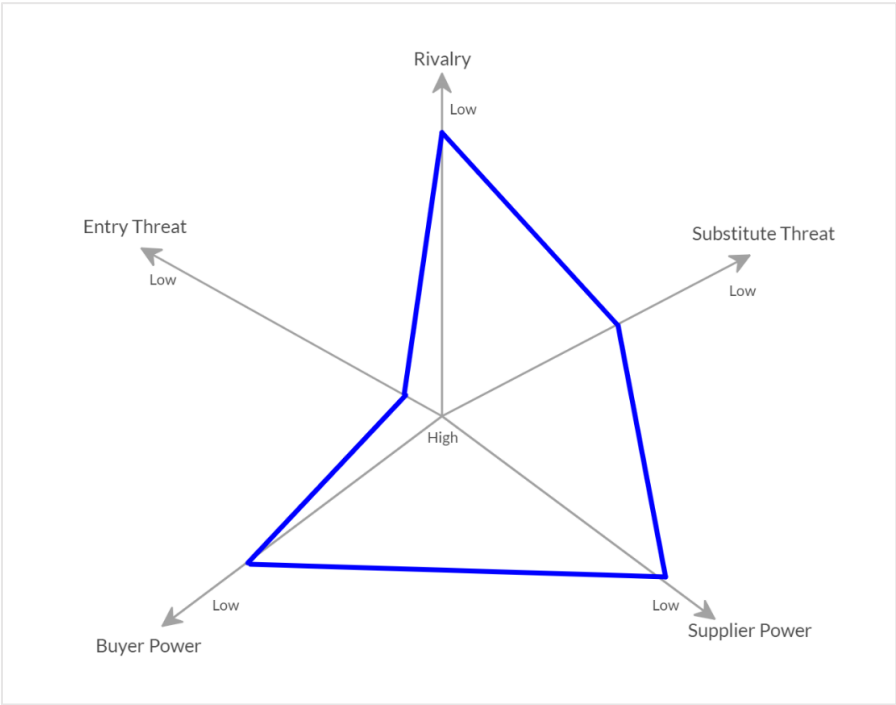
Regarding offerings and pricing, there does not seem to be any correlation between the health coaches. Out of the three, one does not enclose the cost of their service, while others have provided pricing on individuals programs and workshops (see Appendices). Prices vary from 59€ for one-time consultations to 248€ for more extended programs. The programs vary in length as well; one offers a 21-day program, while the other one offers several coaching programs, varying from 1 to 3 months.

According to the information gathered, it can be established that the rivalry among competitors is very low, which also holds for the bargaining power of buyers and suppliers.

There are no substitute services, which could replace the health coaching offering in its entirety (a further analysis of direct and indirect competitors can be observed in the Appendices); In regards to suppliers, health coaching relies on the proper functioning of the online platform where many different suppliers can be obtained and are therefore not reliant on a specific one. There is a low threat of substitutes. While personal trainers, dietitians or gyms offer similar services, none of them can substitute the health coaching service in its entirety, even when combining the offerings. However, a relatively high risk of new entrants does exist. With the health coaching industry not being regulated, there is no need for specific education or experience in order to enter the industry; neither are there any physical assets necessary to obtain.

All the aspects (rivalry among competitors, bargaining power of buyers, bargaining power of suppliers, the threat of substitutes, and the threat of new entrants) are a part of Porter's Five Forces framework and are presented in the Figure 4 below. They show that even though there is a high risk of new entrants, the industry could prove to be very profitable at the moment, because there is almost no rivalry and the service can not be substituted in its entirety by any of the businesses who are not direct competitors.

Figure 4: Porter's Five Forces



Source: Own work

4.1.2 Market size

There are currently 2 080 908 people living in Slovenia (Republika Slovenija, Statistični urad, 2019a). According to the Statistical Office of the Republic of Slovenia, 36.4% of

people are over-nourished, and 18.6% are obese (Republic of Slovenia, Statistical Office 2018). In 2006 a study was conducted among the European Member States, where Slovenians self-evaluated that 46% believe they are over-weight (European Commission, 2006). This number is relatively similar to the actual body mass evaluation carried out by the National Institute of Public Health mentioned above; For the purposes of this thesis and a health coaching business, the perception of health is more important than the actual situation, because it reflects the percentage of people they themselves perceive as being over-weight and recognizing they should change. Lastly, the European Commission (2006) discovered that 46% of people who are overweight had changed their diet in the past 12 months in order to lose weight.

Health coaching business will be performed primarily online; however, in-person consultations will be offered to the residents of Ljubljana. Therefore, two different markets have been determined.

Out of 535 375 people living in Central Slovenia, 52% are considered to be over-nourished or obese. The number is very similar to the Slovenian average, so it can be assumed that the self-evaluation percentages will hold for this region of Slovenia as well. Furthermore, Ljubljana presents about 54.7% of the whole population in Central Slovenia. Based on these numbers, it has been estimated that 45.099 people are either over nourished or obese and 20.749 people living in Ljubljana decided to change their diet in order to lose weight.

To reach the rest of Slovenia, Instagram marketing will be used. Based on the calculations, performed in the Facebook Ad Manager, 410 000 people can be reached over Instagram, when excluding Ljubljana. However, the report performed in 2019 suggests that 490 000 people can be reached through Instagram marketing (NapoleonCat, 2019). A decision to use a lower number to assess the potential number was made in order to come to a more conservative conclusion. If it is assumed that the percentages of people who are overweight or over nourished and are willing to lose weight by changing their diet reachable or Instagram coincide with the values pertaining the population of Slovenians as a whole, there is a potential market of 86 756 people being interested in a health coaching service that can be reached through Instagram.

By combining the potential customers in Ljubljana and the customers I can reach through Instagram from the rest of Slovenia, it can be assumed that a market of 107 502 customers who would be willing to hire a Health Coach exists.

### 4.1.3 Interview and questionnaire analysis

#### **Interviews**

Currently, health coaching is not well known in Slovenia. However, it can be assumed that people, who do wish to change their health and need to reinvent their habits visit either facilities that help them foster those intentions (Deloitte, 2018) or they seek the help of experts, who work in the field of health (based on the information gathered in interviews). Those include (but are not exclusive to):

- General practitioners or other medical professionals
- Personal trainers
- Dietitians
- Alternative medicine practitioners (for example Chinese medicine)

For the purposes of this research, four interviews have been conducted; two with personal trainers, one with a wellness registered dietitian, and one with a clinical dietitian (summaries of the interviews are located in the Appendixes).

The interview questions were adapted to the field of health each of the experts was operating in and were structured in a way to understand the initial reason why a customer would decide to visit them, the process they go through, if and when do first hurdles appear, how they resolve them and what they believe are the most significant issues users have when attempting to improve their health.

When conducting the interviews with personal trainers, they have recognized the growing need for their service. The primary reasons customers seek their help is to lose weight, improve their health, become stronger, or recover from injuries. They have noticed that clients experience their first hurdle in a couple of weeks when the initial enthusiasm wears off. Mostly, clients are ready to work out and very rarely skip a training session when they have agreed to be present; however, they have more issues sticking to their diets – specifically, clients struggle with overeating and overconsumption of desserts. The experts attempt to resolve this issue by asking them to keep a food journal for a week whenever they notice that clients are not making progress. They also offer dietary advice; one of them prepares diet plans for his clients. When needed, they assemble workouts clients can perform at home, depending on the available equipment. Their goal is to keep clients long-term, not only to perform short term transformation. They have both noticed that the biggest obstacle their clients face is the lack of motivation; clients have issues sticking to their plans, and in most cases, that is the main reason for not reaching their desired goals.

In the interview with a registered wellness dietitian, it was again apparent that clients mostly desire weight loss; however, they also seek out professional advice when having health problems, such as gastrointestinal issues, undesirable cholesterol measures, or diabetes. They mostly collaborate for very short periods; the most extended program they

offer lasts fourteen days. However, it was noted that the longer the program, the higher the rate of success. The expert notes that clients have the hardest time to adapt in the first couple of days of the program and have a hard time giving up certain foods and complying with a meal plan. To make the process more pleasurable, clients are encouraged to take advantage of massages and relaxing baths, which are available at the wellness complex. Clients express that the main reason they have not been successful in adopting a healthy lifestyle is the lack of motivation.

The last interview was conducted with a clinical dietitian. Her clients are mostly overweight teenagers, but she works with overweight parents as well. Mostly, she and her clients work together over a course of six months, during which they meet ten times. She has noted that many times the clients are confused and worried in the beginning because their eating habits are affecting their health and are sometimes not inclined to create changes right from the beginning. All of the clients receive meal recommendations; some wish to receive more precise meal plans. The interviewee observed that whenever clients are inclined to create changes, they are most successful in the beginning, when the meetings are more frequent and become less successful when the number of meetings reduces. She has noted that most of the clients are educated about healthy eating before they seek professional advice; however, they most often lack the motivation to act.

The interviews show that there is a growing desire to change health among the population, which varies from not being satisfied with the physical appearance to resolving health issues. All of the interviewees highlighted motivation as the biggest hurdle when clients are trying to improve their health.

## **Questionnaires**

The questionnaire was conducted in August and was completed by 73 individuals. The questionnaire was composed of six different block – general information, general health, physical activity, nutrition, motivation, and social media. The goal of the questionnaire was to understand healthy habits of individuals, what are their most immense struggles, why do they think why they are struggling and how do they help themselves to overcome those struggles. It also included questions about motivation, which helped to determine if they are driven by internal or external motivation and was asking about how social media support their health goals. At the end of the questionnaire, the participants were offered to participate in a free online program, which would help them to develop healthy habits. The questionnaire and the analysis are available in the Appendixes.

The results revealed that individuals are semi-satisfied with their health; from 1 to 10, they have rated their health at a 5. Their biggest struggle seems to be weight loss, and they understand that a healthy lifestyle includes proper nutrition, enough sleep, regular movement, stress reduction, and nourishing social connections. They have difficulties with planning regular workouts, overeating desserts, and healthy nutrition. 60% of all

respondents highlighted that the lack of motivation is the most significant hurdle when trying to create a healthier lifestyle.

Most of the participants work out 1 to 2 times a week, with their favorite workout being taking walks or weight training. More than 60% of them enjoy working out because it is a form of relaxation; however, they do not like to participate in competitions. 60% of all the participants do not eat according to a specific dietary regiment, eat three meals a day, half of them enjoy breakfast, and more than 35% plan their meals. When asked about motivation, they believe they are more motivated when they work in a group or with a professional and that they are semi-successful when they are trying to motivate themselves. More than 80% of the participants use social media as a motivational or informational tool concerning their health, and almost 60% believe social media helps them achieve their goals.

The questionnaire results show that there is an interest in improving general health, specifically a desire to lose weight. It is interesting that respondents agree with the experts and believe lack of motivation is the greatest struggle when attempting to achieve a health goal. It can also be noted from the questionnaire that respondents are comfortable with using social media platforms in order to improve their well-being.

#### 4.1.4 Problem

By analyzing the answers given in the questionnaires and exploring the way individuals tackle health issues and how successful they are by discussing these topics with experts, it has become clear that many people are not satisfied with their physical appearance and health. Most of the population is focused on weight loss and overall better physical state.

They believe their biggest struggle is lack of internal motivation. Experts report that their clients are enthusiastic in the first two weeks and up to a month, and then their initial motivation reduces. They become less consistent, especially when it comes to following a dietary plan. They also might be less motivated because they hit a weight loss plateau; There is no visible change, and they begin to doubt the process. Some experts highlight that the motivation decreases when the amount of client-experts sessions reduce, and clients do not feel the need to follow the recommendations as strictly as they did in the beginning.

It is essential to highlight that the individuals who provided answers and the individuals the experts were describing are people who do not have severe health conditions and are not clinically obese or appointed to a weight loss expert by a physician. The individuals are generally in acceptable health who themselves are not satisfied with their physical appearance and health and wish to improve on this area of their life.

Therefore, it can be stated that the actual problem is that individuals are not satisfied with their physical appearance and wish to improve their health (however they are not recognized as clinically obese), but they struggle with lack of motivation to follow through with a health plan they designed for themselves or was provided to them by experts.

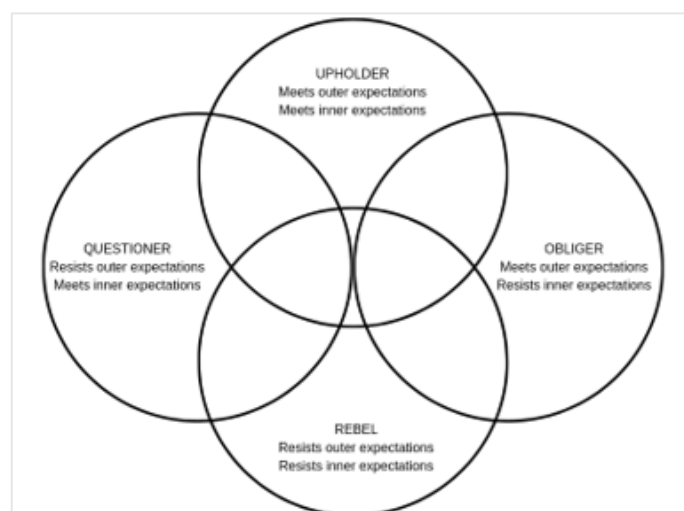
This problem could be solved by not necessarily focusing on different diets and workout regimens, but rather on increasing motivation. Experts themselves noted that individuals understand general health recommendations; they recognize which decisions and habits are going to improve their health and which can deteriorate it; however, they continuously show lack of motivation to implement the changes. Hence, creating a program with the issue of motivation in mind could increase the adherence to new habits individuals are trying to implement and overall increase the percentage of people who are able to achieve their goals.

#### 4.1.5 Solution

Interviews and questionnaires displayed that individuals lack internal motivation. Simultaneously, experts believe they are educated on the topic of healthy living. At the moment, these experts are not addressing the issue of motivation, so the decision has been made to turn the focus on this particular topic.

In her work, Gretchen Rubin (2017) has explored the issue of motivation and how people react to expectations. She has developed a framework of four tendencies base on the presence (or lack of) of internal and external motivation and divided people into four categories based on their ability to fulfill inner or outer expectations (inner expectations are the ones individuals place on themselves, while outer expectations are placed upon them), as evident from Figure 5.

*Figure 5: The Four Tendencies*



*Source: Rubin, 2017*

Upholders equally fulfill both inner and outer expectations, questioners question all expectations and meet them only if they are justified, obligers fulfill only outer expectations, and rebels resist all the expectations (Rubin, 2017). Depending on which category a person belongs to, different motivational strategies can be applied (see Table 9 below):

*Table 9: Motivations behind the four tendencies*

Tendency	Motivational strategy
Upholder	Needs no motivation
Questioner	Justification and reasoning
Obliger	Creating outer accountability
Rebel	Laying out the option and letting them decide on how to proceed; challenging them

*Source: Rubin (2017)*

An individual can verify which tendency they belong to, by answering questions in the four tendencies test, which is available in the Appendices.

According to the four tendencies theory, obligers and questionnaires are the people who most often seek professional help (Rubin, 2017). This appeared to be accurate when talking to experts whose clients seek them out voluntarily (in contrast to individuals who work with a clinical dietitian under general professionals’ supervision). The notion has been tested through a questionnaire, and the results show that most people participating in the survey were either questionnaires or obligers.

Questionnaire results and interviews suggest that individuals wish to improve their eating habits in order to lose weight. The idea to pair those goals by applying motivational strategies according to customer’s tendencies is a new notion, that has not yet been employed or researched by the experts that have been interviewed.

To test the idea, an online program will be performed. Individuals who participated in the survey were invited to be a part of a free program that focuses on changing eating habits. The online program would take place on Facebook. This platform offers its users a free creation of groups, which can be available to the general public or only to those who get a special invitation from the creator of the group. The program would last 14 days and would be targeted at motivating obligers and questioners. The outline of the program can be observed in Table 10 below.

In that regard, the plan has been developed where there would be daily motivation available for all participants with the obliger tendencies (examples of motivational posts can be observed in Figure 7). For the questioners, all of the information given would be thoroughly explained before the program starts, and during the program, asking questions would be encouraged. The prototype group page of the online program is available in the Appendixes.



Table 10: Online program outline

Day	Content	For which tendencies was it intended?
24.8.2019	Greeting + explaining the program	Questionnaire, obliger
	Giving an assignment	Questionnaire, Obliger
	Checking if participants have fulfilled the assignment	Obliger
25.8.2019	Motivational post	Obliger
	Explaining habit creation + giving an assignment	Questionnaire, Obliger
	Checking if participants have fulfilled the assignment	Obliger
26.8.2019 - <b>BEGINNING</b>	Motivational post	Obliger
	Motivational video	Obliger
27.8.2019	Motivational post	Obliger
28.8.2019	Explaining morning routine	Questionnaire, obliger
29.8.2019	Motivational post	Obliger
30.8.2019	Accountability, explaining the plan for the following week	Questionnaire, obliger
31.8.2019	Motivational post	Obliger
1.9.2019	Motivational post	Obliger
	Teaching about overeating sweets	Questionnaire, obliger
2.9.2019	Motivational post	Obliger
3.9.2019	Motivational post	Obliger
4.9.2019	Motivational post	Obliger
	Teaching about food choices	Questionnaire, obliger
5.9.2019	Motivational post	Obliger
6.9.2019	Motivational post	Obliger
7.9.2019	Motivational post	Obliger
8.9.2019 - <b>ENDING</b>	Motivational post	Obliger
	Explaining how to continue beyond the program	Questionnaire, obliger

Source: Own work

Out of 72 individuals, who solved the questionnaire, 22 have expressed the desire to participate in the program and after the completion of the surveying, all of the 22 participants received an email, where they were thanked for expressing an interest in the online program and invited to wait for the next mail to receive more details. In the second email, they were sent an invitation to join a Facebook group, which is where the online program would take place (the emails are presented in Figure 6 below).

Figure 6: First and second email sent to the survey respondents, who wished to participate in the online program



Source: Own work

Nine individuals (two men and seven women) responded to the invitation and joined the program. The program was tested according to the outline. Through the program, they received materials, such as pdf guidelines and checklists, to help them follow the program more successfully (see Appendixes).

Figure 7: Examples of motivational posts



Source: Own work

At the end of the program, participants were invited to complete a survey about their overall satisfaction (the survey questions are available in the Appendixes). A third of the participants responded, and they were all very satisfied with the program outcome. In their opinion, motivational posts, videos and the task about goal-setting were the most helpful when creating new healthy habits and they would all participate in a similar program again.

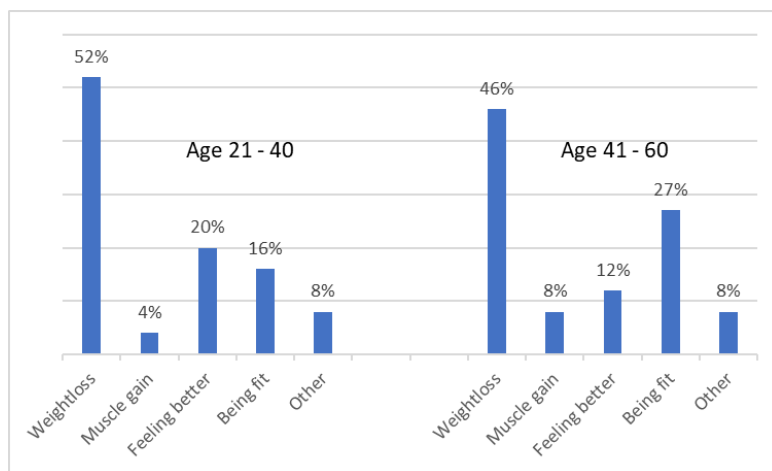
#### 4.1.6 Customer segmentation

The customer segment was determined through the use of a questionnaire and the conducted interviews.

73 people participated in the survey. Out of those, 90% of responders were women, and 10% were men. This corresponds with the information gathered during interviews, wherein all three scenarios, where clients who seek professional advice on their initiative (in contrast to clinical obesity) are predominantly women as well (complete interviews are disclosed in the Appendixes).

The largest represented groups of women were between 21 – 40 or 41 – 60 years old, with the primary goal of losing weight (41%). The latter findings are aligned with the observations from the interviews with experts. They have noted that the main goals individuals have are weight loss and better physique (see Figure 8 below). The interviews and the questionnaires showed that clients wish to have more support in improving their eating habits. Both groups wish to enhance their general movement habits (gentle movement, such as walking), and both have highlighted that their biggest problem is lack of motivation.

*Figure 8: What is your current most important health goal*



*Source: Own work*

Based on the data gathered, only one customer segment is suggested.

Customer segment

- Women
- 21 – 60 years old
- Want to lose weight
- Need help with their eating and movement habits
- Lack motivation

The potential market of people who would be interested in weight loss in Slovenia has already been calculated at the beginning of the chapter; however, it was further adjusted for the customer segment recognized here.

When considering gender, age, and percentage of women who are over-nourished or obese, there is a potential market of 34845,26 customers in Slovenia.

#### 4.1.7 Value Propositions

To estimate value proposition, value proposition canvas dictates to break down the customer profile into customer jobs, pains, and gains, while simultaneously dividing value proposition into exact products and services and the ways these solutions relieve customer pains and create gains. Afterward, the two are compared in order to understand if the solutions proposed truly resolve customer pains (Osterwalder, Pigneur, Bernarda & Smith, 2014).

### **Customer profile**

Customer Jobs

1. Liking what they see in the mirror
2. Feeling good in their body
3. Feeling fit
4. Feeling attractive
5. Be in control of their eating habits
6. Having healthy eating patterns
7. Feeling young

Customer Pains

1. Not being able to lose weight
2. Feeling self-conscious
3. Overeating
4. Craving unhealthy food

5. Eating too many desserts
6. Eating healthy is difficult when you have a family or during social events
7. Not motivated to continue
8. Not motivated when under stress
9. Time-consuming to workout
10. Healthy food is expensive
11. Cooking food takes time
12. Not knowing how to cook certain things
13. Confused because there is too much information

#### Customer Gains

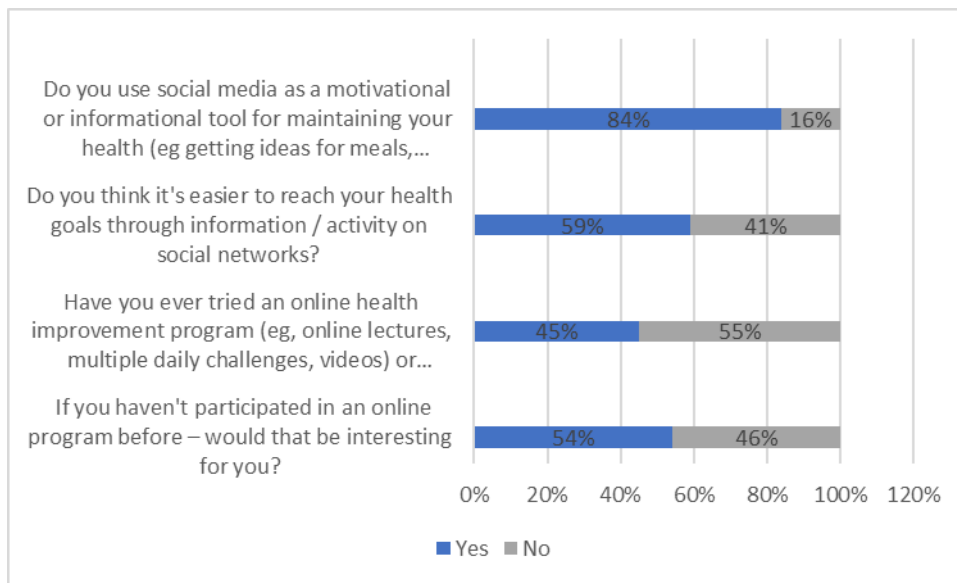
1. Weight loss
2. Feeling proud of how they look
3. Cravings disappear
4. Being able to control their eating
5. Having an outside source of motivation and support
6. Workouts that do not take much time
7. Learning how to eat healthy in a family setting or during social events
8. Resolved stress
9. Cooking food that is not expensive, but healthy
10. Cooking simple dishes

#### **Value Map**

##### Products and Services

From the questionnaire, it is evident that potential customers are interested in the help that is offered via the Internet and not exclusively in person. Individuals also claim that they enjoy educating themselves about health topics and find group settings very helpful; they furthermore believe that social media groups present an excellent tool for further education and keeping themselves accountable in reaching their health-related goals (see Figure 9 below).

Figure 9: Use of social media as a health tool



Source: Own work

Pricing of the program is based on the findings from the questionnaire, which states that a potential customer spends 44.7€ a month to hire an expert to work with (either personal trainer, dietitian, or health coach).

#### ONLINE PROGRAM – 21 DAYS

The 21 days program will be focused on reducing the desire for desserts and sweets and regaining control over cravings. Through the 21 days, individuals will receive a list of foods and drinks they are allowed to consume. They will be arranged in three different groups based on their current nutrition and will be asked to turn in a questionnaire based on the Four Tendencies quiz to determine what they are motivated by. During the 21 days, they will be motivated to communicate their progress and ask questions in a Social Media group. Clients will be able to enroll anytime throughout the year, or they will be able to participate in a group three times a year (January, April, and September). The price of the program will be 60€.

#### ONLINE PROGRAM – 3 MONTHS

The focus of the program is weight loss. The program will run for three months and will be priced at 150€. Before enrolling in the program, clients will need to turn in a survey about their eating habits and a questionnaire based on the Four Tendencies quiz to determine what they are motivated by. Clients will be able to enroll in the program through the website and will be offered support through a Social Media group and e-mail. In the beginning, they will receive the instructions on how the program will progress, what can they expect, and nutrition guidelines. They will receive additional information and

motivation every week, and at the end of every week, they will be expected to turn in an online progress report. The motivation will be tailored based on the Four Tendencies quiz.

## INDIVIDUAL COACHING

Individual coaching is offered for clients who wish to work on their specific health-related goals. There will be several different options available:

One-time coaching (1 hour) = 60€

3-month coaching (12 sessions (6 in-person, 6 online or through phone)) – creating a nutrition and movement plan, personalized motivation with adjustments =450€

3-month coaching for 2 = (12 sessions (6 in-person, 6 individual sessions online/through phone) – creating a nutrition and movement plan, personalized motivation with adjustments = 700€

6-month coaching = 24 sessions (12 in-person, 12 online or through phone) – creating a complete lifestyle change (nutrition, movement, sleep, stress), personalized motivation with adjustments = 899€

## E-BOOK

The E-book will be created to introduce clients to a healthier lifestyle and give them guidelines on how to create changes quickly and effectively. The e-book aims to create a relationship with clients and build a community and not to necessarily create revenue. The e-book will be priced at 7€.

## Pain Relievers

- *Weight loss* – by creating a specific meal and workout plan within the program, within private health coaching, through an e-book which includes suggestions on how to lose weight
- *Higher self-esteem* – by sending motivational messages when participating in the program or within the private health coaching
- *Simplifying meal planning and workout* - by creating a specific meal (consists of readily available affordable foods) and workout plan (short, no need for equipment) within the program, within private health coaching, through an e-book which includes suggestions on how to lose weight
- *Reducing food cravings* – by creating a specific meal and workout plan within the program, within private health coaching, through an e-book which includes suggestions on how to lose weight
- *Stress management* – during individual health coaching clients will be encouraged to analyze their environment and reduce the everyday stress

- *Improving relationship with food* – through lessons taught in the online program, private health coaching or through an e-book, which includes suggestions on improving the relationship with food
- *Learning how to navigate social events* – suggestions on what to eat in restaurants or social events in the online program, e-book or in individual health coaching
- *Constant motivation and accountability* – during individual health coaching – constant availability through texting and social media messaging

#### Gain Creators

- Sharing knowledge about healthy eating and food choices
- Sharing knowledge about constructing a plate
- Access to meal and workout plans
- Access to recipes
- Access to workout videos
- Step-by-step instruction on how to prepare for creating new habits
- Sharing motivational messages
- Sharing knowledge about how motivation works

#### Fit

*Table 11: Fit between value proposition and customer profile*

<b>Customer profile</b>	<b>Fit?</b>	<b>Value map</b>
<i>Liking what they see in the mirror</i>	✓	Weight loss Higher self-esteem through motivational messages Constant motivation and accountability Sharing motivational messages
<i>Feeling good in their body</i>	✓	Weight loss Higher self-esteem through motivational messages
<i>Feeling fit</i>	✓	Creating a workout plan
<i>Feeling attractive</i>	✓	Weight loss Higher self-esteem through motivational messages Constant motivation and accountability Sharing motivational messages
<i>Be in control of their eating habits</i>	✓	Sharing knowledge about healthy eating and food choices Sharing knowledge about constructing a plate Learning how to navigate social events Reducing food cravings
<i>Having healthy eating patterns</i>	✓	Sharing knowledge about healthy eating and food choices Sharing knowledge about constructing a plate Learning how to navigate social events Reducing food cravings
<i>Feeling young</i>	✓	Higher self-esteem through motivational messages
<i>Not being able to lose weight</i>	✓	Weight loss
<i>Feeling self-conscious</i>	✓	Higher self-esteem through motivational messages Constant motivation and accountability

*to be continued*



*Fit between value proposition and customer profile (continued)*

<b>Customer profile</b>	<b>Fit?</b>	<b>Value map</b>
<i>Feeling self-conscious</i>	✓	Sharing motivational messages ž
<i>Overeating</i>	✓	Sharing knowledge about healthy eating and food choices Sharing knowledge about constructing a plate Learning how to navigate social events Reducing food cravings
<i>Craving unhealthy food</i>	✓	Sharing knowledge about healthy eating and food choices Sharing knowledge about constructing a plate Learning how to navigate social events Reducing food cravings
<i>Eating too many desserts</i>	✓	Sharing knowledge about healthy eating and food choices Sharing knowledge about constructing a plate Learning how to navigate social events Reducing food cravings
<i>Eating healthy is difficult when you have a family or during social events</i>	✓	Learning how to navigate social events
<i>Not motivated to continue</i>	✓	Constant motivation and accountability Sharing motivational messages
<i>Not motivated when under stress</i>	✓	Constant motivation and accountability Sharing motivational messages
<i>Time-consuming to workout</i>	✓	Simplified workout plan Constant motivation and accountability Sharing motivational messages
<i>Healthy food is expensive</i>	✓	Creating affordable meal plans
<i>Cooking food takes time</i>	✓	Creating easy meal plans
<i>Not knowing how to cook certain things</i>	✓	Creating easy meal plans
<i>Confused because there is too much information</i>	✓	Sharing knowledge about healthy eating and food choices Sharing knowledge about constructing a plate
<i>Weight loss</i>	✓	Weight loss
<i>Feeling proud of how they look</i>	✓	Weight loss Higher self-esteem through motivational messages Constant motivation and accountability Sharing motivational messages
<i>Cravings disappear</i>	✓	Reducing food cravings
<i>Being able to control their eating</i>	✓	Reducing food cravings
<i>Having an outside source of motivation and support</i>	✓	Constant motivation and accountability Sharing motivational messages
<i>Workouts that do not take much time</i>	✓	Simplified workout plan
<i>Learning how to eat healthy in a family setting or during social events</i>	✓	Learning how to navigate social events
<i>Resolved stress</i>	✓	
<i>Cooking food that is not expensive, but healthy</i>	✓	Creating affordable meal plans
<i>Cooking simple dishes</i>	✓	Creating simple meal plans

Source: Own work

4.1.8 Communication and customer relationships

To raise awareness, deliver the service, and perform customer service, four different channels will be employed: social media, website, podcast and e-mail.

**Social media** will be the most crucial channel for raising awareness of the health coaching service and communicating with potential customers. To raise the awareness, generate leads and create engagement, the company will increase reach, brand awareness and will raise the promotion of the Instagram account (see Table 12 below); this will be achieved through promotion of Instagram posts and offering a subscription to a free email series, which will address the pain points highlighted by potential customers in the Vale Proposition segment above.

The cost of advertisement will vary, depending on the length of the campaign and targeting preferences, however, cost per click in the news feed is estimated at 0,67\$ and cost per click in stories is estimated at 0,76\$ based on the Adstage report (2019).

*Table 12: Social media awareness and communication strategy*

#	Target	Strategy
1	Increase awareness of the brand, lead generation	Advertisements with the primary objective of increasing reach, brand awareness and increasing traffic, influencer marketing
2	Creating engagement with the audience	Advertisement with the primary objective of promoting the Instagram account
3	Driving sales	Creating a marketing campaign to promote the offer,

*Source: Own work*

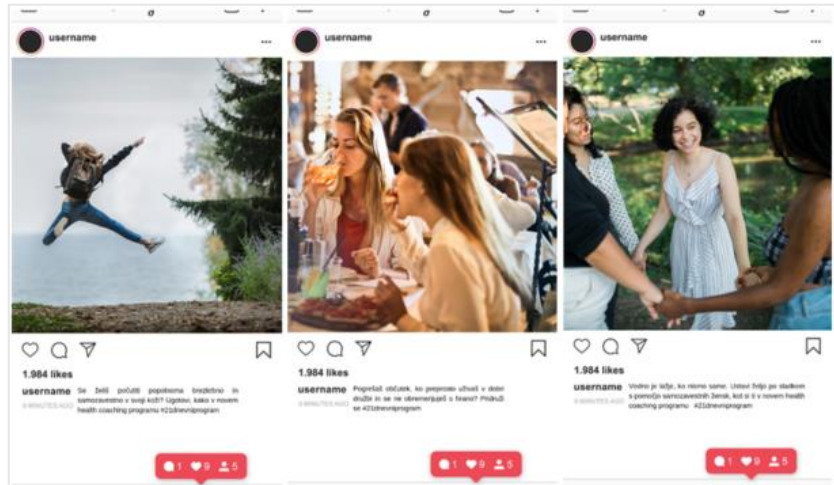
Sales will be driven through a marketing campaign. In order to target the right audience, the “lookalike audience” will be established based on the new following created through increasing awareness and creating engagement among potential users. Afterward, a series of advertisements will be released, which will be based on the successful marketing campaign practices mentioned in the Social Media section above. After launching the health coaching online programs and creating revenue, brand awareness will also be increased through the influencer marketing, where influencers will be offered free participation in the program in exchange for promoting the program on their platforms.

The advertisement will employ the strategy of not showcasing the service directly, but instead evoking an emotional response from potential customers by presenting how working with a health coaching expert will improve their health and general well-being.

Figure 10 below presents an example of a marketing campaign for the 21-day online health coaching program on Instagram. Advertisements highlight the feeling of freedom and joy a person experiences when they reduce a desire of overconsuming food and sweets, as well

as the positive effects of feeling as being a part of a team when participating in a health coaching group.

Figure 10: Examples of 21-day online health coaching program marketing campaign



Source: Own work

Users will be able to evaluate the value proposition by sending their reviews about services and products to a Facebook page. After-sales, users will be able to reach the company through social media pages (Facebook or Instagram) for any post-purchase customer support.

The second most important channel is **the website**. Through a website, customers will be able to purchase products and services, they will be able to access their purchase and will have the opportunity to evaluate the value proposition. They will also be able to access free content, such as blogs and video posts. The ongoing cost of a website will be 135,9€ per month for the first two years, and later, the cost will increase due to more services/products offered and more customers attained.

**Podcast**, the third channel, will mainly be focused on raising awareness about the company's services and educating the audience on healthy living. To produce a podcast, a minimal investment in physical equipment, a recording program, and a hosting platform is needed. The total investment was estimated at 80€.

The fourth channel is the **e-mailing list**. Users will be able to subscribe to an email list through a website and social media platforms. As mentioned above, potential customers will be able to subscribe to an e-mailing list, where they will receive advice on their most pressing pain-points. E-mail will also be used to raise awareness about services offered and a way for users to communicate with the company after-sales.

This channel does not require any initial investment; however, when the number of customers grows, an email marketing service will be employed to create email marketing

campaigns. According to Smith (2019), the email marketing services in the most widely used by small businesses. Based on the numbers presented in the Table 13 below, it has been estimated that a cost of approximately 20€ can be initially expected when increasing the email marketing with an additional increase in years to follow.

*Table 13: 10 most popular email marketing services*

<b>E-mail marketing service</b>	<b>Cost</b>
Constant Contact	20\$ - 95\$ per month
SendInBlue	Free – 129€ per month
GetResponse	15\$ - 1199\$ per month
MailChimp	Free – 75\$ per month
ConvertKit	29\$ - 79\$ per month
Drip	Free – 99\$ per month
AWeber	19\$ - 149\$ per month
Keap	99\$ - 299\$ per month
MailerLite	Free – 50\$ per month
ActiveCampaign	15\$ - 499\$ per month

*Source: Smith (2019)*

4.1.9 Customer Relationships

To acquire customers, content marketing and social media marketing will be employed. Content marketing will include sharing of videos, pictures, success stories from people who benefited health interventions, blog posts in the fields of healthy living and habit transformation. The content will be shared via social media platforms, namely Instagram business profile and Facebook business profile.

Social media marketing will be performed on Instagram. Initially, the company will focus on increasing customer reach and engagement through Instagram ads (photo, video carousel) to increase the number of followers on the profile. Afterward, the company will start marketing online health coaching programs. Currently, there is no intention of employing influencer marketing strategies.

To keep the customers, the company will continue to reduce the pains customers are facing by improving the coaching programs and creating additional ones. Also, it will encourage the existing customers to share their experience with the service provided and express how it helped them.

To boost sales, the company will offer bundles. Customers will be able to purchase more products at a discount price. Namely, they will be able to buy the e-book at a discounted price when purchasing it together with a program. Also, individual coaching bundles will be offered. When purchasing either a 3-month or 6-month individual program or a 3-month program for 2, a discounted price will be offered. Lastly, the repeat of the 21-day coaching

program will be encouraged to the customers to progress from one group to another and further control their food cravings.

#### 4.1.10 Key resources, activities, and partnerships

To start the health coaching business, the primary resources are physical, intellectual, and human resources, which are described in Table 14 below:

*Table 14: Key resources*

<b>Category</b>	<b>Resources</b>
<i>Physical</i>	Computer Microphone Headphones Smartphone
<i>Intellectual</i>	Customer list
<i>Human</i>	People

*Source: Osterwalder & Pigneur (2010)*

Most of the physical resources have already been obtained with the exception of a microphone and headphones; however, there is a great need for building an extensive customer list. The customer list will be obtained through digital marketing, namely offering gifts (e-books, recipes) in exchange for sharing an e-mail address or simply applying for an online newsletter. For now, a team of one is sufficient enough to manage the business in the future; however, supporting staff (accounting, social media management) is needed to be employed.

The most critical activity in a health coaching business is the ability of problem-solving. Continuous learning and training need to be employed in order to keep on bringing value to customers. Furthermore, constant platform maintenance is crucial because social media and website are needed for uninterrupted customer communication.

At the beginning of the business development, the focus will be on digital marketing to increase the awareness of the health coaching business among potential customers and to alert potential partners of our existence. In the second year of operations, potential collaborations will be searched for amongst companies selling health-related products or other health advocates

#### 4.1.11 Revenue streams, cost structure

The most important revenue streams present the online weight loss program and the 21-day coaching program. The weight loss program will be charged at 150€, and individuals can either start at the time that is best for them and work through it on their own or can enroll when the program is done in a group three times a year (in January, March, and

September). It is expected that the largest enrollments will be noted in these three months, with steady enrollments throughout the year as well.

The 21-day coaching program will be charged at 60€, and individuals can either start at the time that is best for them and work through it on their own or can enroll when the program is done in a group after Christmas holidays, Easter holidays and at the end of Summer. It is expected that the largest enrollments will be noted around holidays and at the end of Summer, with steady enrollments throughout the year as well.

The third revenue stream comes from individual coaching. Individual coaching includes several different options and bundles. One-time coaching is priced at 60€. There is an option of 2-month individual coaching at 450€, 3-month coaching for 2 at 700€, and 6-month individual coaching for 999€. All of the options include in-person coaching combined with online/telephone coaching.

The e-book is not considered as one of the revenue streams because its' primary purpose is to increase the awareness of the company among the potential clients and not necessarily to generate revenue.

In order to reach the predicted revenues presented in Table 15, it is estimated that during the first entire year of operating, 235 21-day coaching programs and 57 weight loss programs will need to be sold in order to cover all expenses, which represents 0,8% of the target market. In the years following, the quantities of programs sold will increase, while simultaneously new online programs and individual coaching programs will be offered. (see Appendixes).

*Table 15: Revenues for years 2019-2023*

<b>Year</b>	<b>Revenue (€)</b>
2019	0
2020	18.120
2021	23.824
2022	28.589
2023	34.307

*Source: Own work*

Health coaching business will be performed through an already existing limited liability company, where this particular business activity has already been registered. Furthermore, I have already obtained a Health Coaching Certificate, have a company computer, and a mobile phone. In addition, the following start-up costs have been observed:

Website (domain + platform): 185,90€

Microphone: 60€

Headphones: 20€

To perform everyday activities, the ongoing fixed costs include website hosting, salary, and accounting costs and the variable costs include advertising and training and education costs (see Figure 11 below).

Website hosting costs increase over time due to the increase of clients and the number of products/services, while the salary increase was estimated according to the percentage increase of minimal salary from 2019 to 2020 (Republika Slovenija, 2019).

Advertising costs were estimated as 5% of revenue for the first two years and are later raised to 12% of total revenue. Training and education costs include additional certifications, attending courses and conferences, and access to professional literature.

*Figure 11: Calculated expenses for the years 2019 - 2023*

EXPENSES	2019	2020	2021	2022	2023
Salary	2.058,76 €	13.094 €	13.880 €	14.713 €	15.596 €
Reimbursement of food expenses	123,64 €	998 €	998 €	998 €	998 €
Website maintenance	185,90 €	1.631 €	1.631 €	1.740,00 €	1.740 €
Accounting	40 €	480 €	480 €	480 €	480 €
Other costs	80 €				
Marketing	100 €	906 €	2.000 €	3.430,68 €	4.116,84 €
Education and training	99 €	300 €	1.500 €	1.500 €	5.000 €
TOTAL	2.687,30 €	17.409 €	20.489 €	22.861 €	27.930 €

*Source: Own work*

## **4.2 Evaluation of the health coaching opportunity**

In order to evaluate if a specific opportunity can be transformed in a successful business, the design thinking method framework suggests that the solution needs to be desired by the people, must be technically possible to executed and should be a self-sustaining (Brown, 2009; Dam & Siang, 2019d;). These traits will be evaluated through a desirability factor, feasibility factor and viability factor. At the end of the chapter, findings from the analysis will be brought together in a business model canvas.

### **4.2.1 The Desirability Factor**

With only 20% of people in Slovenia estimating their health as very good and more than 50% of the adult population being overweight it is not surprising that there is a large number of individuals, who are not satisfied with their physical appearance and health and wish to lose weight and get stronger.

Experts from different health fields report that both men and women are interested in improving their well-being and are willing to seek out professional help. Mostly,

individuals wish to lose weight by managing their diets and increasing physical activity. Experts report that diet management is the most difficult to achieve because of a lack of internal motivation. Their clients also report that they have not reached their goals on their own, because they have issues resisting temptation, the progress is not fast enough, and they lose interest, or they forget why they wished to create changes in the first place.

The same could be observed from the questionnaire responses. Individuals reported that they are semi-satisfied with their health, and they highlighted weight loss as their primary goal. Furthermore, respondents struggle mostly with overeating and overconsumption of desserts. 60% of individuals believe that the main reason they have not achieved their desired level of health is lack of motivation.

Through participation in an online health coaching program, individuals can be motivated by a health coach and by the group experience. Group coaching provides a sense of community and fosters a higher sense of responsibility and commitment when goals are announced publicly. In addition, with research supporting that online coaching can be as effective as in-person coaching, this type of coaching program can be as successful and more affordable than a more traditional solution.

Individuals have expressed interest in such a service; of all the participants, 34% were interested in taking part in the free online program. The online program helped individuals improve their health by employing different motivational techniques in addition to offering advice on habit development. Results from the testing phase showed that the participants who finished the program found it helpful and would be willing to take part in a similar program in the future; also the results from the questionnaire, that was conducted for this thesis, show that at least 33% have already hired help to improve their health and almost 20% are thinking about it.

The market has shown that there is a need for a health coaching service. Customers would be able to improve their health and have a higher success rate of reaching their goals through different motivational techniques in addition to the advice on different health topics. Therefore, I assess that the desirability factor for a health coaching opportunity is high.

#### 4.2.2 The Feasibility Factor

The research shows that health coaching can be equally effective online as it is in-person. In fact, in some instances, it can be more desirable because it does not require for the client to be present at any particular location, and it can be more affordable since there are no travel costs. Furthermore, by providing online assignments and materials, clients can return to these resources on their own time and keep the critical issues in front of them. This helps them further internalize the process of coaching and adopt new habits and behavior at their own pace.



In addition, evidence is clear that people are more and more willing to participate in online conversations about their health and are willing to share their information in order to be provided with fast and reliable solutions; They are open to new channels to care, if that means a more convenient health care solution, which also includes working with a health coach. Since 2013, there has been a 25% increase in people monitoring their health, such as steps or calorie counting, through digital applications, and more people use digital products to measure different health issues.

The solution has also been tested in the context of this paper through a Facebook platform. The participants were comfortable with following the program on social media. There were no complaints regarding the accessibility of the program; the individuals reported that they did not see the need to change the format of the program and found it helpful.

All of the program participants already had the Facebook profile and were familiar with Facebook groups, so they knew how to engage in the program and ask questions. Currently, Facebook is free of charge and will remain so according to the Facebook Help Centre (2019), so the solution can be implemented with no additional costs for execution.

Based on the market research performed in the thesis, the overview of the literature, and the results of the health coaching solution testing I assess, the feasibility factor for the health coaching opportunity is high.

#### 4.2.3 The Viability Factor

Prior to starting a health coaching business, a health coaching certification, a computer, and a mobile phone have already been obtained. The business will be operating service as a part of an already existing limited liability company. In addition to the already acquired possessions, minimal starting costs have been calculated.

To perform everyday activities, the business needs to cover salary costs, website hosting, and accounting costs. Every year, the budget allocated for training and allocation is estimated to increase.

The company's first product offered will be the 21-day online coaching program in order to acquaint the customers with the service and the delivery form of the service. By creating an online program, customers will be able to improve their health whenever they feel ready, from the comfort of their own home and at a pace they are comfortable at, while also obtaining the support and motivation from a health coach and the group of other individuals, who enrolled in the program. After the initial program launch, the 3-month weight loss program will be created and offered for individuals who wish to work on their weight loss goals in a more focused way. Individual coaching will be offered from the beginning.

The most critical activity, besides the actual health coaching service itself, will be the social media communication and marketing, because it is the main communication channel between the potential customers and the company. It is estimated that the social media marketing budget will be set at 5% of the total revenue in the beginning at later increased to 12%. The budget will be allocated to increasing brand awareness, increasing engagement, and boosting sales.

By vigorously promoting the health coaching business online, the understanding of the value a health coach provides will increase together with the demand for the service. An estimation of the market in Slovenia shows that there are potentially 107 502 people interested in health coaching and that 34845 women are classified as the customer segment identified at the beginning of the analysis. This entails that, in order for the business to break-even in the first whole year of operating, the company needs to reach 0.8% of the potential market.

The calculations of revenues and expenses in the Appendices show that the company can expect the profit of 711€ in the year of 2020, 3335€ in 2021, 5727€ in 2022 and 6376€ in 2023.

I assess that health coaching can be a viable solution; however, it is of high importance that the company communicates and markets to its potential customers effectively.

#### 4.2.4 Business Model Canvas: A case of health coaching

Findings from the analysis chapter have been summarized in Table 16 below and suggest that the segment of customers, who would be most interested in a health coaching service are women, between the ages of 21 and 60, who wish to lose weight, need help with their movement and eating habits, however they lack motivation to pursue their goals. The key activity of a health coaching business has therefore been recognized as solving the problem of effective health improvement among individuals. In order to solve the customer problem, an online health coaching program has been proposed, which would employ motivational theories on different types of motivation researched by Gretchen Rubin (2017). Analysis of the value proposition through a Value Proposition Canvas showed that online coaching programs, together with individual coaching, could successfully address the customer pain-points.

To successfully launch and run the business, a company requires essential physical equipment; it needs to create a list of customers to be able to offer the services and needs a person, qualified to perform the service. In order to reach customers and foster good customer relationships, a health coaching business will communicate with them through four different channels (website, social media, podcasts, and email) and will invest in content marketing and social media marketing. At the start of the operations, there will be no collaborations with potential partners; however, later, there is an interest in

collaborating with other health practitioners or health stores in order to further promote the service.

The most important revenue stream will be the online coaching program, intended towards individuals who wish to reduce their cravings for desserts, desire to overeat, or wish to lose weight. In addition, individual coaching will be offered to those who wish to work more intensely and intimately on their health struggles. Main costs are composed of the salary, marketing, training and education, and infrastructure, which includes website maintenance and accounting costs.

*Table 16: Business Model Canvas: A case of health coaching*

Key Partners Health stores Health practitioners	Key Activities Solving the problem of efficiently improving the health of individuals	Value Proposition  Weight-loss and better health with a customized approach to motivation.	Customer Relationships – Content marketing – Social media marketing	Customer Segments – Women – 21 – 60 years old – Want to lose weight – Need help with their eating and movement habits – Lack motivation
	Key Resources HUMAN: People PHYSICAL: Computer, microphone, headphones, phone INTELLECTUAL: Customer list		Channels – Website – Social media – Podcasts – Email	
Cost Structure – People – Marketing – Training and education – Infrastructure maintenance (website, company costs)			Revenue Streams – online coaching programs – individual coaching	

*Source: Own work*

## DISCUSSION

The analysis shows that health coaching does present a viable business opportunity and that Instagram can be utilized for a successful marketing campaign, however businesses need to be aware of the challenges, such as creating a clear message for the public, frequent algorithm changes, and thorough analysis of influencers for a potential collaboration in order to benefit from influencer marketing.

The business opportunity research and testing showed that there is a potential market for health coaching; consumers are interested in improving their health and developing healthy habits in the form of an online program. Through the questionnaire, they have expressed they feel healthy eating habits, regular movement, stress reduction, sleep management, and

maintaining relationships are very important for the overall health and that they feel, but they are focused on weight loss. They have expressed that their biggest struggle is healthy eating, and the main reason for not being successful so far is the lack of motivation. 58% of the respondents believe they are more successful in creating and keeping new habits if they work in a group setting, and 53% of the respondents would be interested in participating in an online program.

The individuals who have participated and finished the test program expressed that they were satisfied with the outcome and that it met their expectations. They have highlighted that daily motivation, videos, and tasks were beneficial in their pursuit of improving their eating habits and that they would be willing to participate in a similar program again.

Through the creation of a Business Model Canvas, it has been established that users, most interested in health coaching are women, aged 21 to 60 who are struggling with their weight. They have difficulties maintaining healthy eating patterns and over-consume desserts. Market research further suggests that there is a potential of 34845,26 women in Slovenia who fit that profile and could potentially be interested in health coaching services.

Analysis of Instagram as a marketing channel showed that it could be a successful platform for user communication; however, it must be implemented in the right way. That is, the company needs to thoroughly analyze the target market, align their goals with their brand image and use correct forms of advertising. Influencer marketing appears to be an up-and-coming tool; however, brands need to choose the influencers carefully to ensure they showcase their products or services to the right audience.

Through the development of the business model canvas, it has become evident that health coaching could be a successful opportunity to pursue. It requires a relatively minimal initial investment in resources, and the newness of the market allows health coaches to freely choose the methods and strategies they wish to employ in order to resolve customer's pain points. However, the potential reach of customers is highly connected to employing the right marketing strategies, so this issue should be carefully explored when entering the business.

## **CONCLUSION**

The intention of this study was to explore if there is an entrepreneurial opportunity for health coaching, understanding how user communication has changed since the rise of social media, and specifically understand how Instagram, as a visual communication platform, can be utilized for a successful marketing campaign. Furthermore, a business model canvas was developed to understand and showcase the potential challenges.

The main objectives of this study have been met. Through the prototyping and testing, it has been established that health coaching represents a desirable, feasible and viable

opportunity and that there is a potential market for this field. Research on social media and namely Instagram show, that social media is crucial for user communication and that marketing strategies, employed on these platforms, deem to be very successful because people trust the opinions of the individuals they follow and look up to more than the traditional advertisements. It was also shown that especially on Instagram, consumers cultivate solid relationships with the brands and are very likely to follow them. Finally, all the essential aspects of starting a health coaching business have been outlined in the business model canvas. The canvas showed that health coaching can resolve the pain points individuals have and that solutions can be delivered in a cost-efficient manner.

In conclusion, I believe health coaching can be an exciting field to pursue especially because there is no need for significant initial investments and can be tested on the market without significant losses. With Slovenia being a small market, which is supportive of startup businesses, it can be relatively easy to get noticed by the public when a novelty item or service is presented, especially when that item or service truly helps the audience with their pain points.

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## **APPENDIXES**









## **Appendix 1: Povzetek (Summary in Slovene language)**

Ohranjanje dobrega zdravja je postalo eno bolj perečih vprašanj v sodobni družbi - nedavno objavljeno evropsko poročilo o zdravju poudarja, da bi morali biti ljudje bolj pozorni na dejavnike tveganja, kot sta prekomerno uživanje alkohola in kajenje (World Health Organization, 2018); statistični podatki kažejo, da se stroški zdravstvenega varstva povečujejo, medtem ko se je stopnja debelosti od leta 1980 skoraj podvojila (Deloitte, 2018; World Health Organization, 2018).

Da bi omejili negativne učinke, se izvajajo ukrepi na družbeni in organizacijski ravni, kot tudi se vzpodbujajo ukrepi med posamezniki samimi. Evropska unija želi izboljšati zdravstveno stanje svojih državljanov z izvajanjem nove zdravstvene politike, imenovane Health 2020. Tudi podjetja posvečajo več pozornosti zdravju - številna so začela izvajati zdravstvene in wellness programe, ki vključujejo vzpodbujanje redne telesne vadbe, pravilne prehrane in taktike za zmanjšanje stresa (Deloitte, 2018).

Podatki kažejo, da ljudje bolj skrbijo za svoje zdravje, saj se povečuje število članov v fitnessih (Deloitte, 2018), prodaja ekoloških živil pa raste (Evropski parlament, 2018). Glede na to, da trend zdravstvene zavesti narašča, so se pred kratkim pojavile številne storitve, ki posameznikom omogočajo lažje doseganje tega cilja. Ena izmed njih je zdravstveno trenerstvo, 6 milijard dolarjev velik trg, ki je še vedno v fazi rasti, in je še posebej priljubljen v ZDA (Marketdata LLC, 2018).

Namen te magistrske naloge je oceniti zdravstveno trenerstvo kot podjetniško priložnost in raziskati, kako uporabiti družbene medije pri raziskovanju te priložnosti s pregledom literature o zdravstvenem trenerstvu in družbenih medijih s poudarkom na platformi Instagram. Priložnost bom raziskala in preizkusila s praktičnim prototipom ter jo nato dodatno razvila s pomočjo poslovnega kanvasa.

Magistrsko delo je sestavljeno iz štirih poglavij ter razprave in zaključka na koncu. V prvem poglavju raziskujem pomen podjetniške priložnosti ter njene prvine in preverjam zdravstveno stanje in razširjenost zdravstvenega trenerstva v Evropski Uniji in Sloveniji. Prav tako preučujem razvoj zdravstvenega trenerstva na spletu, prednosti, izzive, donosnost zdravstvenega trenerstva v Združenih državah Amerike in primerjam različne programe izobraževanja in certificiranja zdravstvenih trenerjev. V drugem poglavju predstavljam koncept družbenih medijev, kako so družbeni mediji spremenili komunikacijo med podjetji in strankami, zakaj se Instagram razlikuje od drugih platform družbenih medijev, kako ga uporabljati pri komunikaciji z uporabniki in kakšne so njegove priložnosti in izzivi. V drugem delu naloge se osredotočam na vrednotenje zdravstvenega trenerstva kot podjetniške priložnosti. V tretjem poglavju predstavim metode, ki so bile uporabljene za oceno priložnosti. V četrtem poglavju razvijem priložnost zdravstvenega trenerstva; Analiziram trg zdravstvenega trenerstva v Sloveniji, potencialni trg strank, predstavim problem, rešitev, segmentiram kupce, predstavim ponudbo, predstavim načine komunikacije in ohranjanje odnosov s strankami, ključne vire, dejavnosti in partnerstva ter strukturo prihodkov in stroškov. Poglavje vključuje modelno tržno kampanjo za Instagram. Poglavje zaključujem s tridelno oceno priložnosti in predstavitvijo poslovnega kanvasa.

Priložnost se preveri glede na zaželenost, izvedljivost in donosnost ideje. Zaželenost ideje se določi z razgovorom s štirimi strokovnjaki z različnih zdravstvenih področij in z razdelitvijo vprašalnikov. S pogovori s strokovnjaki sem želela izvedeti, zakaj stranke iščejo strokovno pomoč, kaj jim pri doseganju svojih ciljev povzroča največ težav in kako

jim strokovnjaki pomagajo pri razreševanju teh težav. S pomočjo vprašalnikov sem želela izvedeti, kako pomembno se posameznikom zdi ohranjanje zdravja, kje imajo največ težav in če bi bili pripravljene sprejeti pomoč strokovnjaka za doseg svojih zdravstvenih ciljev. Izvedljivost ideje je določena s temeljitim preučevanjem literature, kjer sem poskušala razumeti ali so posamezniki pripravljene sodelovati v spletnih programih in ali so pripravljene deliti informacije o svojem zdravju na spletu. Poleg tega sem stopnjo uspešnosti te priložnosti testirala s pomočjo prototipa. Donosnost ideje sem preverila z oceno prihodkov, odhodkov in določanjem dobička/izgube za prva štiri leta poslovanja.

Analiza in testiranje trga kaže, da zdravstveno trenerstvo predstavlja uspešno poslovno priložnost in da je Instagram mogoče uporabiti za uspešno trženjsko kampanjo, vendar se mora podjetje zavedati s tem povezanih izzivov, kot so ustvarjanje jasnega sporočila za javnost, pogoste spremembe algoritmov in temeljite analize spletnih vplivnežev za potencialno sodelovanje.

Raziskava je pokazala, da so potrošniki zainteresirani za izboljšanje zdravja in razvoj zdravih navad s pomočjo spletnega programa. Potrdili so, da so zdrave prehranjevalne navade, redno gibanje, zmanjšanje stresa, higiena spanja in vzdrževanje odnosov zelo pomembni za splošno zdravje, osredotočeni pa so predvsem na hujšanje. Izrazili so, da imajo največ težav z vzdrževanjem zdrave prehrane, kot glavni razlog za neuspeh pa navajajo pomanjkanje motivacije. 58% vprašanih meni, da so bolj uspešni pri ustvarjanju in ohranjanju novih navad, če delujejo v skupini, 53% vprašanih pa bi bilo zainteresiranih za sodelovanje v spletnem programu.

Posamezniki, ki so sodelovali in končali testni program, so izrazili, da so z rezultatom zadovoljni in da je program izpolnil njihova pričakovanja. Izpostavili so, da so vsakodnevna motivacija, videoposnetki in naloge koristni pri izboljšanju prehranjevalnih navad in da bi bili pripravljene ponovno sodelovati v podobnem programu.

Z oblikovanjem poslovnega kanvasa je bilo ugotovljeno, da so uporabniki, ki so najbolj zainteresirani za zdravstveno trenerstvo ženske, stare od 21 do 60 let, ki se spopadajo s prekomerno težo. Težave imajo z vzdrževanjem zdravih prehranjevalnih vzorcev in prekomernim uživanjem sladice. Tržne raziskave kažejo, da v Sloveniji obstaja 34845,26 žensk, ki bi ustrezale profilu in bi jih zanimala ta storitev.

Analiza Instagrama kot marketinškega kanala je pokazala, da bi lahko bila uspešna platforma za komunikacijo z uporabniki, vendar se mora izvajati na pravi način. To pomeni, da mora podjetje temeljito analizirati ciljni trg, svoje cilje uskladiti s podobo blagovne znamke in uporabiti pravilne oblike oglaševanja. V porastu je trženje s pomočjo spletnih vplivnežev, vendar morajo podjetja paziti, da izbirajo primerne vplivneže za poslovno sodelovanje, ki lahko njihove izdelke ali storitve predstavijo pravemu občinstvu.

Z razvojem kanvasa je postalo očitno, da zdravstveno trenerstvo predstavlja zanimivo in potencialno uspešno poslovno priložnost. Zahteva sorazmerno minimalno začetno investicijo, poleg tega pa lahko zdravstveni trenerji, ker gre za zelo mlado panogo, ki ni regulirana, svobodno izbirajo metode in strategije, s katerimi pomagajo svojim strankam. Potencialni doseg kupcev je zelo povezan z uporabo primernih marketinških strategij, zato je za podjetje ključno, da razišče trg pred vstopom v panogo.

## Appendix 2: Health Coach Certification & Training programs

### AMERICAN COUNCIL OF EXERCISE

<b>Health coaching program</b>	<ul style="list-style-type: none"> <li>– Health coaching for families</li> <li>– Health coaching for adults and seniors</li> <li>– Health coaching for pregnancy</li> <li>– Advanced coaching course</li> </ul>
<b>Prerequisite:</b>	<ul style="list-style-type: none"> <li>– 18 years old or above</li> <li>– CPR certification</li> <li>– current ID</li> <li>– current NCCA-accredited certification OR degree in health-related field OR a minimum of 2 year documented work experience in coaching</li> </ul>
<b>Online:</b>	Yes
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>– Foundations for Health and Wellness Coaching               <ul style="list-style-type: none"> <li>– The Coaching Experience</li> <li>– Lifestyle Medicine</li> </ul> </li> <li>– Chronic Disease and Comorbid Conditions</li> <li>– Professional Conduct and Establishing Your Coaching Practice</li> </ul>
<b>Duration:</b>	12 weeks
<b>Price:</b>	\$749 or \$599
<b>Accreditations:</b>	– National Commission for Certifying Agencies

*Source: American Council of Exercise (2019)*

### DR. SEARS WELLNESS INSTITUTE

<b>Health coaching program</b>	<b>Health Coach Certification (Plus or Basic)</b>
<b>Prerequisite:</b>	/
<b>Online:</b>	Yes
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>– Lifestyle</li> <li>– Exercise</li> <li>– Attitude</li> <li>– Nutrition</li> </ul>
<b>Duration:</b>	6-33 weeks
<b>Price:</b>	<ul style="list-style-type: none"> <li>– Health coach certification (from \$945 to \$1645)</li> <li>– Master health coach certification (from \$2895 to \$3545)</li> </ul>
<b>Accreditations:</b>	Brandman University; NBHWC; Continuing Coach Education; ACE Approved; My Career Advanced Account; AFAA; National Association of Nutrition Professionals; Academy of Nutrition and Dietetics; Americorps; American College of Sports Medicine; National Academy of Sports Medicine; International Childbirth Education Association

*Source: Dr. Sears Wellness Institute™ (2019)*

## DUKE INTEGRATIVE MEDICINE

<b>Health coaching program</b>	<b>Integrative Health Coach</b>
<b>Prerequisite:</b>	Bachelor's degree in any field
<b>Online:</b>	Yes
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>– The role of Integrative Health Coaching in the transformation of healthcare. <ul style="list-style-type: none"> <li>– Research on the efficacy of Integrative Health Coaching.</li> </ul> </li> <li>– Patient Centered Care, the Wheel of Health (WOH) and Personalized Health Planning as they relate to Integrative Health Coaching.</li> <li>– The change process including the review of key concepts of the neuroscience of change and existing behavior change models and theories.</li> <li>– How to effectively utilize coaching skills such as other-focused listening, reflections, inquiry and summary to assist clients in articulating their desired behavior changes, health vision and goals.</li> <li>– How to effectively utilize the Duke IM Integrative Health Coaching Process Model to assist clients in establishing their optimal health vision and values, exploring their readiness to make behavior changes, setting goals and action steps, and assessing progress over time.</li> <li>– Components of an effective partnership between client and coach.</li> <li>– Mindful awareness and its role in enhancing the application of coaching skills, process and partnership.</li> <li>– The global structure of a coaching series that occurs over time, as well as the structure and objectives of each session within a coaching series.</li> <li>– Advantages and challenges of group coaching and the integration of coaching elements with group facilitation skills. <ul style="list-style-type: none"> <li>– Ethical considerations for the coaching profession</li> </ul> </li> </ul>
<b>Duration:</b>	18 weeks
<b>Price:</b>	\$4440
<b>Accreditations:</b>	ANCC (American Nurses Credentialing Center); ACPE (Accreditation Council for Pharmacy Education); ACCME (Accreditation Council for Continuing Medical Education); IACET (International Association for Continuing Education & Training)

*Source: Duke Integrative Medicine (2019)*

## HEALTH COACH INSTITUTE

<b>Health coaching program</b>	<b>Certified Health Coach</b>
<b>Prerequisite:</b>	/
<b>Online:</b>	Yes
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>– Nutrition for Health Coaches</li> <li>– Transformational Coaching Skills <ul style="list-style-type: none"> <li>– Personal Growth</li> </ul> </li> <li>– Proven Marketing &amp; Simple Business Systems</li> </ul>
<b>Duration:</b>	24 weeks
<b>Price:</b>	\$6450
<b>Accreditations:</b>	International Coaching Federation

*Source: Health Coach Institute (2019)*

## INSTITUTE OF INTEGRATIVE NUTRITION

<b>Health coaching program</b>	<b>Certified Health Coach</b>
<b>Prerequisite:</b>	High school diploma
<b>Online:</b>	Yes
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>– Nutrition and health</li> <li>– Coaching skills</li> <li>– Primary food</li> <li>– Bonus business</li> <li>– Foundation and guidance</li> </ul>
<b>Duration:</b>	Not specified
<b>Price:</b>	\$5995
<b>Accreditations:</b>	New York State Department of Education; International Health Coach University; Saybrook University's College of Integrative Medicine and Health Sciences; Qualifi; Purchase College SUNY; Maryland University of Integrative Health; Goddard College; California Institute of Integral Studies (CIIS); Excelsior College; The National College Credit Recommendation Service (NCCRS)

*Source: The Institute for Integrative Nutrition (2019)*

## MAYO CLINIC

<b>Health coaching program</b>	<b>Mayo Clinic Certified Wellness Coach</b>
<b>Prerequisite:</b>	/
<b>Online:</b>	Partially
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>– Introduction of Wellness Coaching Program and Blackboard basics               <ul style="list-style-type: none"> <li>– Overview of Wellness Coaching</li> <li>– On-site Sessions – the Coaching Conversation</li> <li>– Case Studies/Neurobiology and Self-Regulation</li> </ul> </li> <li>– Setting the Stage for the Wellness Coaching Experience               <ul style="list-style-type: none"> <li>– Building the Coaching Relationship</li> </ul> </li> <li>– Transforming Values and Desires Into Action–Goal Setting               <ul style="list-style-type: none"> <li>– and Action Planning Session</li> </ul> </li> <li>– Essential Healthy Lifestyle Guidelines and Health Literacy</li> <li>– Supporting Lasting Change and Facilitating Closure Session               <ul style="list-style-type: none"> <li>– Ethics, Systems and Resources Session</li> <li>– Self-Care Session</li> </ul> </li> <li>– Integrating Your Skills for the Future</li> </ul>
<b>Duration:</b>	12 weeks
<b>Price:</b>	\$3750
<b>Accreditations:</b>	National Board for Health and Wellness Coaching

*Source: Mayo Clinic (n.d.)*

NATIONAL SOCIETY OF HEALTH COACHES

Health coaching program	Certified Health Coach
<p><b>Prerequisite:</b></p>	<ul style="list-style-type: none"> <li>- AACVPR: CCRP Exercise Physiologist</li> <li>- ACSM: Certified Clinical Exercise Physiologist</li> <li>- ACSM: Registered Clinical Exercise Physiologist               <ul style="list-style-type: none"> <li>- ACSM: Certified Exercise Physiologist</li> </ul> </li> <li>- American Board of Genetic Counseling, Certified Genetic Counselor               <ul style="list-style-type: none"> <li>- Associate Licensed Counselor</li> </ul> </li> <li>- BCBA: Board Certified Behavioral Analyst</li> <li>- BCaBA: Board Certified Assistant Behavioral Analyst               <ul style="list-style-type: none"> <li>- BOC Certified Athletic Trainer</li> <li>- BCNS Certified Nutrition Specialist</li> </ul> </li> <li>- Certified Dietitian/Nutritionist (NY Residents)               <ul style="list-style-type: none"> <li>- Certified Nutritionist Technician</li> </ul> </li> <li>- Certified Occupational Therapy Assistant</li> <li>- Certified Therapeutic Recreation Specialist               <ul style="list-style-type: none"> <li>- Clinical Nurse Specialist</li> <li>- Dietetic Technician, Registered</li> </ul> </li> <li>- Foreign Medical Doctor (ECFMG Certified plus USMLE Step3)               <ul style="list-style-type: none"> <li>- Hospital Corpsman (Active Military Duty)</li> </ul> </li> <li>- International Board Certified Lactation Consultant</li> <li>- LANA Certified Lymphatic Therapist (CLT-LANA)               <ul style="list-style-type: none"> <li>- Licensed Acupuncturist</li> <li>- Licensed Audiologist</li> <li>- Licensed Chiropractor</li> </ul> </li> <li>- Licensed Clinical Addiction Specialist (NC SAPPB)               <ul style="list-style-type: none"> <li>- Licensed Clinical Psychologist</li> <li>- Licensed Clinical Social Worker</li> <li>- Licensed Creative Arts Therapist                   <ul style="list-style-type: none"> <li>- Licensed Dentist</li> <li>- Licensed Dietitian</li> </ul> </li> <li>- Licensed Doctor of Optometry</li> <li>- Licensed Doctor of Osteopathy</li> </ul> </li> <li>- Licensed Marriage &amp; Family Therapist               <ul style="list-style-type: none"> <li>- Licensed Medical Doctor</li> </ul> </li> <li>- Licensed Mental Health Counselor</li> <li>- Licensed Nutrition &amp; Dietetic Technician               <ul style="list-style-type: none"> <li>- Licensed Nutritionist</li> </ul> </li> <li>- Licensed Occupational Therapist               <ul style="list-style-type: none"> <li>- Licensed Pharmacist</li> </ul> </li> <li>- Licensed Physical Therapy Assistant               <ul style="list-style-type: none"> <li>- Licensed Physician Assistant</li> <li>- Licensed Podiatrist</li> </ul> </li> <li>- Licensed Practical Nurse / Licensed Vocational Nurse               <ul style="list-style-type: none"> <li>- Licensed Professional Counselor Associate</li> </ul> </li> <li>- Licensed Professional Clinical Counselor / Licensed Professional Counselor               <ul style="list-style-type: none"> <li>- Licensed Psychological Associate</li> </ul> </li> </ul>

*to be continued*



NATIONAL SOCIETY OF HEALTH COACHES (continued)

Health coaching program	Certified Health Coach
<b>Prerequisite:</b>	<ul style="list-style-type: none"> <li>- Licensed School Psychologist</li> <li>- Licensed or Registered Speech Pathologist Assistant               <ul style="list-style-type: none"> <li>- Licensed Veterinarian</li> <li>- Limited License Psychologist</li> </ul> </li> <li>- NAADAC National Certified Addiction Counselor (Level I or II)</li> <li>- NAADAC Master Addiction Counselor               <ul style="list-style-type: none"> <li>- National Certified Counselor</li> </ul> </li> <li>- Naturopathic Doctor (Modern) (NPLEX Licensed/Registered)               <ul style="list-style-type: none"> <li>- NBCC National Certified Counselor</li> </ul> </li> <li>- NBRC Registered Respiratory Therapist               <ul style="list-style-type: none"> <li>- NBRC Certified Respiratory Therapist                   <ul style="list-style-type: none"> <li>- Nurse Practitioner</li> </ul> </li> </ul> </li> <li>- Paramedic (NREMT Certified or Licensed)               <ul style="list-style-type: none"> <li>- Registered Dental Hygienist</li> <li>- Registered Dietitian</li> <li>- Registered Dietitian Nutritionist</li> </ul> </li> <li>- Registered/Licensed Physical Therapist               <ul style="list-style-type: none"> <li>- Registered Nurse</li> </ul> </li> <li>- SAPPB Licensed Clinical Addiction Specialist</li> </ul>
<b>Online:</b>	Yes
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>- Introduction to Evidence-based Health Coaching (EBHC)</li> <li>- Identifying Your Communication Style               <ul style="list-style-type: none"> <li>- Are You Listening?</li> </ul> </li> <li>- Tapping into the Client's Learning Style               <ul style="list-style-type: none"> <li>- Facilitating Health Behavior Change</li> </ul> </li> <li>- Guiding the Health Coaching Agenda &amp; Goal Setting               <ul style="list-style-type: none"> <li>- Motivational Interviewing (MI)                   <ul style="list-style-type: none"> <li>- Positive Psychology</li> <li>- Wellness and Prevention</li> </ul> </li> </ul> </li> <li>- Evidence-based Practice Interventions for Chronic Conditions               <ul style="list-style-type: none"> <li>- Measuring Health Coaching Outcomes</li> </ul> </li> </ul>
<b>Duration:</b>	On average, a minimum of 85+ hours of self-study is recommended
<b>Price:</b>	\$595
<b>Accreditations:</b>	Not specified

Source: National Society of Health Coaches (2019)

WELLCOACHES SCHOOL OF COACHING

Health coaching program	Certified Health & Wellness Coach
<b>Prerequisite:</b>	<p>OPTION 1: FOR ALLIED HEALTH DEGREES, EXERCISE IS MEDICINE CREDENTIAL®, OR CLINICAL LICENSE</p> <ol style="list-style-type: none"> <li>1. Associate degree or higher in an area of Allied Health</li> <li>2. Fitness certification and an ACSM Exercise Is Medicine® Credential</li> <li>3. Current Clinical License such as an RN or RRT</li> </ol> <p>Then you may apply for our "Certified Health and Wellness Coach" designation, following the completion of Modules 1, 2 and 3.</p> <p>OPTION 2: FOR NON-ALLIED HEALTH DEGREES AND CERTIFICATIONS</p> <p>If you have earned any of the following three options:</p> <ol style="list-style-type: none"> <li>1. Associate degree or higher that is not listed in Allied Health Degrees*</li> <li>2. Fitness certification (personal trainer, group exercise, etc.)</li> <li>3. Current health-related certifications or licenses such as: Acupuncture, Certified Dental Assistant, Certified Medical Assistant, Certified Nursing Assistant, Certified Occupational Therapy Assistant, Certified Pharmacy Technician, Certified Dental Assistant, Licensed Massage Therapist, Licensed Physical Therapy Assistant, LVN/LPN, NREMT-First Responder, NREMT-Intermediate/85 or NREMT-Paramedic, Registered Yoga Therapist</li> </ol> <p>Then you may apply for our "Certified Health and Wellness Coach" designation, following the completion of Modules 1, 2, 3 AND Module 4. If you only complete Modules 1-3, they will earn the "Certified Personal Coach" designation until completing Module 4.</p>
<b>Online:</b>	Partially
<b>Curriculum:</b>	<ul style="list-style-type: none"> <li>- Core Coach Training</li> <li>- Advanced Group Practice</li> <li>- Skills Application and Assessment</li> <li>- Lifestyle Medicine for Coaches</li> </ul>
<b>Duration:</b>	22-week estimation
<b>Price:</b>	\$2145-2295
<b>Accreditations:</b>	International Coaching Federation (ICF)

Source: Wellcoaches (2019)

### **Appendix 3: Key Social media expressions**

**Influencer** – “someone who affects or changes the way other people behave”; “a person who is paid by a company to show and describe its products and services on social media, encouraging other people to buy them”; (Cambridge Dictionary, 2019)

**To share** – “to put something on a social media website so that other people can see it, or to let other people see something that someone else has put on a website” (Cambridge Dictionary, 2019)

**Feed** – “a web page, screen, etc. that updates (= changes) often to show the latest information” (Cambridge Dictionary, 2019)

**Post engagement** – “the total number of actions that people take involving your adverts” (Facebook Business, 2019b)

**Like** – “to show that you think something is good on a social networking website by clicking on a symbol or the word 'like’” (Cambridge Dictionary, 2019)

**Follower** - a follower “represents a user who chooses to see all of another user's posts in their content feed” (BigCommerce, 2019)

#### **Appendix 4: Types of advertisements**

**Photo Ad:** is a photo of the product in the news feed; consumers can click on that photo and learn more about the offer.

**Video Ad:** a video posted on in the news feed. It can be 60 seconds in length. Research shows that consumers find videos more engaging than photos.

**Carousel Ad:** let the business showcase up to 10 different images or videos that users can view by swiping through.

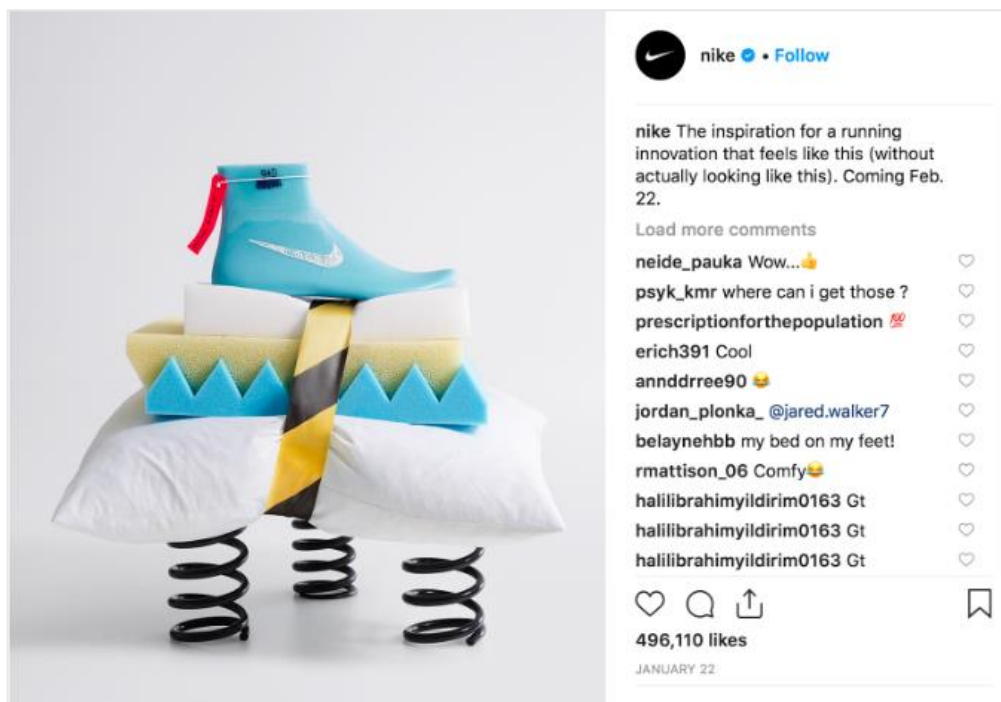
**Slideshow Ad:** similar to video ads, slideshow ads appear in the news feed in a video format, however they consist of series of still images, which play as a video.

**Stories Ad:** the latest addition to the advertising bundle. They appear in the user's stories; businesses can showcase photos or videos.

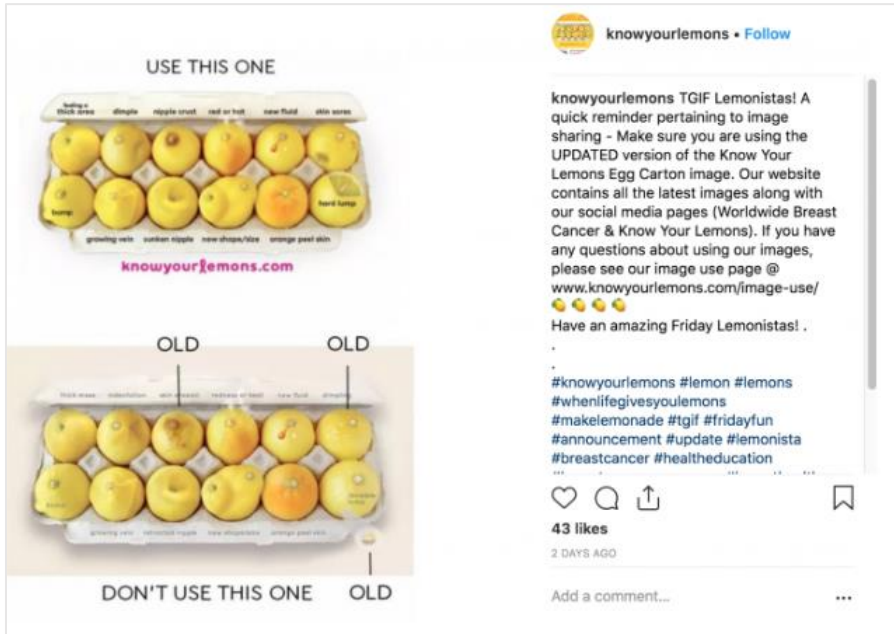
## Appendix 5: Marketing campaigns examples



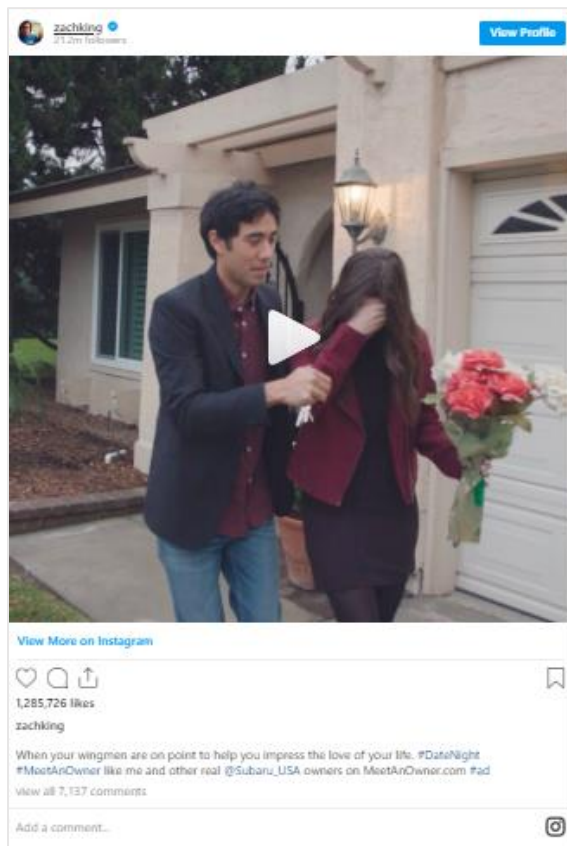
Source: Instagram Business Team (2015)



Source: Joint (2019)



Source: Kay (2018)



Source: Mediakix (2017)

## Appendix 6: Competitors analysis

Competitors will be recognized with two different frameworks. First, competitors will be identified with the concept of a strategic group, presented by Aaker & McLoughlin (2009). Then, they will be classified in two stages according to the framework of Bergen & Peteraf (2002); in the first stage, classification is made according to market commonalities and resource similarities as either indirect competitors, direct competitors or potential competitors. In the second stage, they will be evaluated according to the resource equivalence with the focal business – which is health coaching business.

Aaker & McLoughlin (2009) identify a strategic group as a group of companies that possess similar characteristics, assets and competencies and over time pursue similar competitive strategies. This way, their analysis becomes more manageable and usable.

All the competitors selected perform a service, which help customers improve their quality of physical health and are located in Ljubljana or can perform the service online. They were grouped in five groups. Each group consists of most visible members, according to the search engine search; the members and their similarities can be observed from the table below.

*Table: Strategic groups*

<b>Strategic group</b>	<b>Similarities</b>	<b>Members</b>
Gyms	<ul style="list-style-type: none"> <li>– Focused on physical fitness</li> <li>– Large array of work out machines available</li> <li>– Offer personal training</li> </ul>	<ul style="list-style-type: none"> <li>– 4P Fitnes</li> <li>– Bodifit Fitnes</li> <li>– Alfa-Gym</li> <li>– Cube fitnes</li> <li>– Gym24</li> </ul>
Personal trainers	<ul style="list-style-type: none"> <li>– Individual consultation, which includes nutrition and fitness</li> </ul>	<ul style="list-style-type: none"> <li>– Blackbox</li> <li>– Tadej Jurman</li> <li>– VTeam</li> <li>– Telodrom</li> </ul>
Dietitians	<ul style="list-style-type: none"> <li>– Individual consultation, focused on nutrition</li> </ul>	<ul style="list-style-type: none"> <li>– NutriAktiv</li> <li>– BeFit</li> <li>– Prehranska klinika</li> <li>– GlobalSportsCLinic</li> </ul>
Health coaches (general health)	<ul style="list-style-type: none"> <li>– individual consultation focused on different health aspects, not limited to nutrition and fitness</li> <li>– offer online consultations</li> <li>– health coaching certifications</li> </ul>	<ul style="list-style-type: none"> <li>– Krog zavedanja</li> <li>– Maja Prkić</li> </ul>
Health coaches (specialized)	<ul style="list-style-type: none"> <li>– individual consultation focused on a specific health problem</li> <li>– offer online consultations</li> <li>– health coaching certification</li> </ul>	<ul style="list-style-type: none"> <li>– Simone Godina</li> </ul>

to be continued

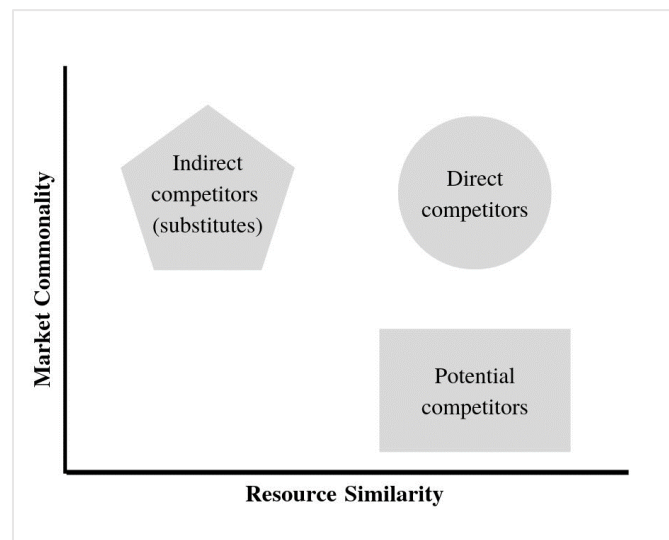
continued

Strategic group	Similarities	Members
Coaches (other than health coach)	<ul style="list-style-type: none"> <li>– individual consultation focused on different health aspects, not limited to nutrition and fitness</li> <li>– offer online consultations</li> </ul> different certifications, but do not include health coaching	- Gašper Grošelj
Health centers	use of devices and therapies to increase weight loss while performing a physical activity	<ul style="list-style-type: none"> <li>– Linea Snella</li> <li>– xBody</li> </ul>

Source: Own research

According to Bergen & Peteraf (2002), these competitors can be classified with a two-stage framework. In the first stage groups are categorized as indirect, direct or potential competitors, as it can be seen from the picture below.

Picture: Mapping the competitive terrain



Source: Bergen & Peteraf (2002)

Market commonality is defined as “the degree to which a given competitor overlaps with the focal firm in terms of customer needs served” (Bergen & Peteraf, 2002, p. 160), while resource similarity describes “the extent to which a given competitor possesses strategic endowments, comparable, in terms of type, to those of the focal firm” (Bergen & Peteraf, 2002, p. 161). Based on the given definitions, the competitors have been further categorized as follows:



*Table: Mapping the competitive terrain for a health coaching business*

<b>Indirect Competitors (Substitutes)</b>	<b>Potential Competitors</b>	<b>Direct Competitors</b>
Coaches	Gyms	Health Coaches (general health)
Personal trainers	Dietitians	
	Health Centers	
	Health Coaches (specialized)	

*Source: Own work*

The purpose of the second part of the framework is to evaluate the competition and predict rivalry based on resource equivalence. Resource equivalence is “the extent to which a given competitor possesses strategic endowments capable of satisfying the same customer needs as the focal firm” (Bergen & Peteraf, 2002, p. 162).

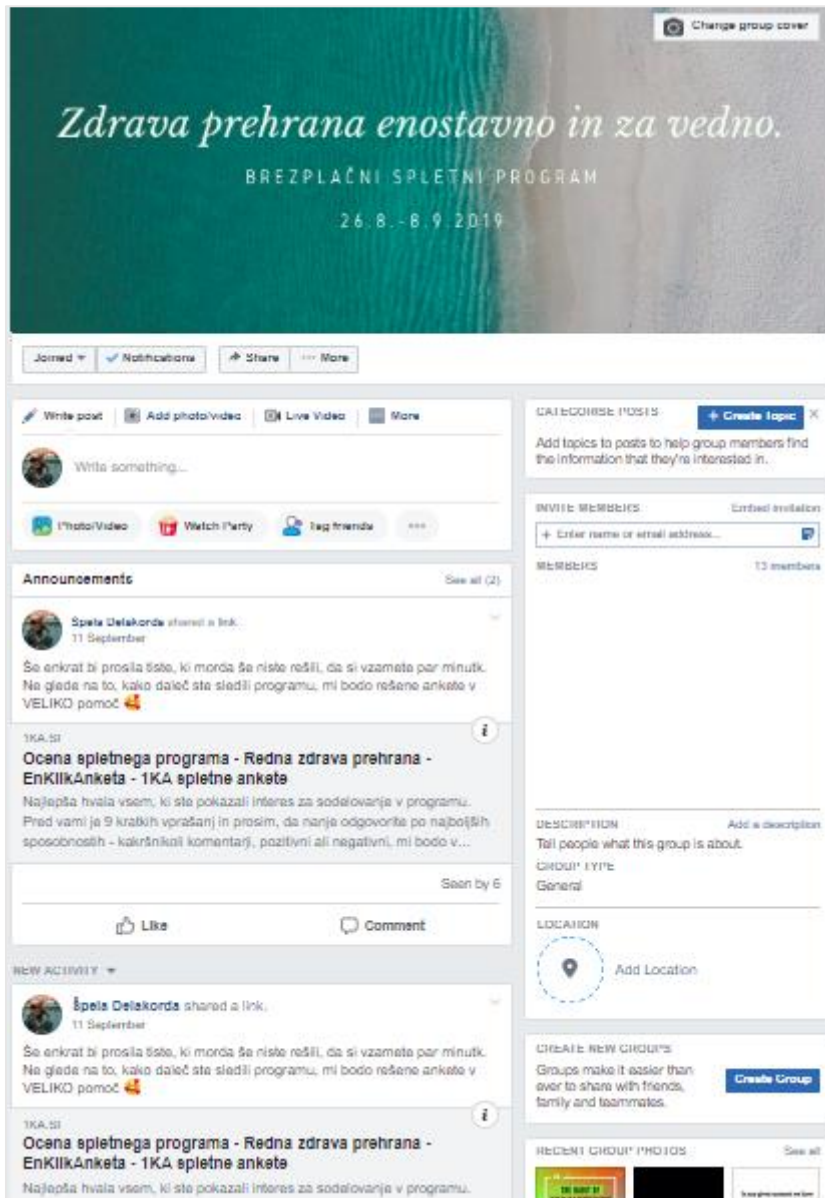
*Table: Health coaching competitor analysis*

<i>Indirect competitors</i>		Coaches, Personal trainers
<i>Potential competitors</i>	Gyms, Dietitians, Health centers	Health coaches (specialized)
<i>Direct competitors</i>		Health coaches (general health)
	<i>Low</i>	<i>High</i>
	<b>Resource equivalence</b>	

*Source: Own work*

According to the framework, the most worrying competitors are health coaches who offer consultations on general health, followed by specialized health coaches, other coaches and personal trainers. The least threatening competition consists of gym, dietitians and health centers, because they do not possess the necessary resources to completely satisfy the customer needs the way a health coaching business can.

## Appendix 7: Online program group page



The image shows a screenshot of a Facebook group page. At the top, there is a green and white cover image with the text "Zdrava prehrana enostavno in za vedno." (Healthy nutrition is simple and permanent), "BREZPLAČNI SPLETNI PROGRAM" (Free online program), and the dates "26.8. - 8.9.2019". Below the cover, there are navigation buttons: "Joined", "Notifications", "Share", and "More".

The main content area is divided into two columns. The left column contains a post by "Spela Delakorda" from September 11, 2019. The post text reads: "Še enkrat bi prosila sote, ki morda še niste rešili, da si vzamete par minutk. Na glade na to, kako daleč ste sledili programu, mi bodo rešene ankete v VELIKO pomoč 🙌". Below the text, there is a link to a survey titled "Ocena spletnega programa - Redna zdrava prehrana - EnKlikAnketa - 1K4 spletne ankete". The post has 6 likes and 0 comments.

The right column contains several utility sections: "DISCUSS POSTS" with a "Create topic" button; "INVITE MEMBERS" with an "Embed invitation" button and a search field; "MEMBERS" showing 13 members; "DESCRIPTION" with an "Add a description" button; "GROUP TYPE" set to "General"; "LOCATION" with an "Add Location" button; "CREATE NEW GROUPS" with a "Create Group" button; and "RECENT GROUP PHOTOS" with a "See all" link.

Source: Own work

**Spletni program - Redna zdrava prehrana**  
Private group

About

**Discussion**

Announcements

Members

Events

Videos

Photos

Files

Moderate group

Group quality

Search this group

Shortcuts

will not know

Like · Reply · 7w

Špela Delakorda replied · 1 reply

Write a comment...

---

Špela Delakorda created a poll.

24 August

Smo že štartali z dnevnikom prehrane? 🍲

Uh, čakaj, zdajlo se ga lotim 😊

Jaaa 🙌🙌🙌

Kakšen dnevnik 😊

+ Add option

Seen by 9

Like · Comment

Write a comment...

---

Špela Delakorda uploaded a file.

24 August

Kako uspešno ustvariti nove navade.pdf

PDF

Seen by 8

Like · Comment

Write a comment...

---

Špela Delakorda uploaded a file.

24 August

dnevnik\_spletniprogram.docx

Document

Seen by 8

Like · Comment

Write a comment...

---

Špela Delakorda

24 August

Zdaj pa začnemo zares! Pred vami je že prva naloga, ki vam bo omogočila, da si res dobro zastavite navade, ki jih želite uvesti (ali spremeniti) skozi naš program.

CREATE TOPICS

+ Create Topic

Add topics to posts to help group members find the information that they're interested in.

---

INVITE MEMBERS

Embed invitation

+ Enter name or email address...

MEMBERS

13 members

---

DESCRIPTION

Add a description

Tell people what this group is about.

GROUP TYPE

General

---

LOCATION

Add Location

---

CREATE NEW GROUPS

Groups make it easier than ever to share with friends, family and teammates.

Create Group

Source: Own work

## Appendix 8: Online program materials

**Moja jutranja rutina**

ZDRAVA PREHRANA ENOSTAVNO IN ZA VEDNO.

Kako se želiš počutiti, ko začneš nov dan? (Ohkroži!)

Senzazivnost	Srečno	Uštrkovito	Hvaličito	_____
Močno	Pripravljeno	Zapelivo	Optimistično	_____
Izpostreno	Odradeno	Zineno	Zakročno	_____
Čudovito	Čarobnočeno	Energično	Ustajeno	_____

Aktivnosti, ki ustvarijo jutro po mojih željah:

spela.delnakorda

Source: Own work

**Moje nove zdrave navade**

KATERE SO TISTE NAVADE, KI BI TI POMAGALE BITI ZDRAV/A?

Zapiši največ 5 navad, ki si jih želiš uvesti v svoj vsakdan. Naj navade ne zahtevajo preveč časa ali prevelikih sprememb v tvojem ustaljenem ritmu, da jih boš res lahko brez težav vključil/a.

Navada = 1: \_\_\_\_\_ Zakaj? \_\_\_\_\_

Navada = 2: \_\_\_\_\_ Zakaj? \_\_\_\_\_

Navada = 3: \_\_\_\_\_ Zakaj? \_\_\_\_\_

Navada = 4: \_\_\_\_\_ Zakaj? \_\_\_\_\_

Navada = 5: \_\_\_\_\_ Zakaj? \_\_\_\_\_

Spela Poljudova

Source: Own work

## Kako uspešno ustvariti nove zdrave navade

S pomočjo spletnega programa Zdrava prehrana enostavno in za vedno.

1. Bodi del skupnosti! Aktivno sodelovanje v skupini ti bo pomagalo, da ostaneš osredotočen/a na svoj cilj.
2. Če imaš družino ali partnerja/partnerico jim povej, da želiš izboljšati svojo prehrano in računaj na njihovo podporo. Verjamem, da si tudi manj želiš le najboljše, zakaj torej ne bi skupaj poskrbeli, da ostaneš na pravi poti?
3. Skozi program te bom prosila, da mi pošlješ svoje poročilo o napredku (dnevnik prehrane, načrt za sledenje navadam, itd.) – NIKAR NE PRESKOPI POROČANJA, pogosto je ključno, da ostaneš odgovorni do samih sebe.
4. Naj ti tvoje okolje pomaga pri ustvarjanju novih navad. Želiš piti več vode? Nastavi kozarec na mizo. Želiš napovedati vojno sladicom? Vrzi piškote iz kuhinje. In če se bo kdo upiral? Pogledaj točko 2 ;)
5. Razmisli ZAKAJ si se tega sploh lotil/a. Ta program je le začetek tvoje transformacije. Pogosto slišimo, da gre za proces, ne za cilj – in RES JE TAKO! Ob koncu boš popolnoma druga oseba, nekdo, ki mu/ji je redna zdrava prehrana del vsakdana in ne večni boj.

Source: Own work

## Moj jedilnik

	P	T	S	Č	P	S	N
Zajtrk							
Kosilo							
Prigrizek							
Večerja							

Source: Own work

14 – DNEVNI NAČRT ZA USTVARJANJE NOVIH NAVAD

PONEDELJEK, 26.8.	TOREK, 27.8.	SREDA, 28.8.	ČETRTEK, 29.8.	PETEK, 30.8.	SOBOTA, 31.8.	NEDELJA, 1.9.
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PONEDELJEK, 2.9.	TOREK, 3.9.	SREDA, 4.9.	ČETRTEK, 5.9.	PETEK, 6.9.	SOBOTA, 7.9.	NEDELJA, 8.9.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Zdrava prehrana enostavno in za vedno

Špela Delakorda

Source: Own work

## **Appendix 9: Interview summaries**

**Personal trainer A:** His target audience is individuals who wish to improve their lifestyle and wish to create long-lasting changes. His clients are 50% women, 50% men, mostly between 30 and 40 years of age, who wish to feel better, improve health or recover after an injury. Most of the clients seek help because they want to lose weight and increase muscle mass. They report that they need someone to motivate them. Many of his clients have already sought help from a personal trainer, so they already have much information about healthy living. Most of the clients wish to improve their eating habits. The expert does not give them a meal plan but instead explains how to eat healthfully in order to teach them how to create healthy plates themselves and helps them understand that nutrition does not have to be complicated. At the beginning of their collaboration, he asks them to keep a food diary for 5-7 days in order to implement changes as soon as possible. Nutrition seems to be the biggest struggle with his clients; they often overeat or snack too much; He notices that men often do not cook, and women struggle with emotional eating; his clients also report having an issue eating properly when attending special events. Most clients have no problems attending workout sessions. Clients seek for much help also outside of sessions, mostly they are communicating via social media platforms or telephone messaging. The expert highlights that his clients struggle with a lack of motivation; to help them overcome the issue, he further explains why it is essential they keep on working on their health and asks them to track the food whenever he notices that they have let go. He believes that being disciplined and creating a plan to follow is crucial for successfully obtaining health goals.

**Personal trainer B:** His customer base consists of approximately 65% of women and 35% men, with the average age of 30 years old. He trains mostly schoolteachers and young mothers. Most of his clientele have a 40 hour per week job; some are entrepreneurs. Their main health goal is weight loss; about 10-15% wish to work on muscle gain. Most believe they cannot reach their goals on their own because they are too busy and too distracted, and the experts' notices they need constant supervision. He offers his clients nutrition advice as well, which means he gives them general guidelines or sends them a meal plan. The expert believes that nutrition remains the biggest struggle his customers have, especially overeating sweet foods and overeating in general, physical activity is never a problem. He also highlights the importance of regeneration to successful achieve health goals.

**Registered dietitian:** The dietitian is employed by a wellness center which offers detox and weight loss programs. They offer 7- or 14-day programs, 21-day consultations, and individual consultations based on the needs and wishes of their clients. The consultations are always conducted in person. She notices that clients are mostly women around 40 years old. The main reasons clients decide to participate in a program is weight loss, followed by digestive issues, increased cholesterol levels, and diabetes. Clients report that they need helping making changes because they lack motivation; they lack nutritional education, are

searching for quick solutions or are appointed by their physician. She notices that more nutritional education is needed with the older generation; however, young professionals have much knowledge about health and wish to receive more information on the subject. The biggest struggle for clients is giving up their favorite foods and creating new habits, such as cooking. She manages their struggles through conversations, explanations, and adjustments to their meal plans. Clients report that the first few days are the most difficult when starting a weight loss program; they feel less energetic and tired; afterward, they get used to changes, and they start feeling better. They also report clients being satisfied with the weight loss program because the staff is very warm and welcoming, and they care about every individual.

**Clinical dietitian:** Her clients are most often individual, who were appointed by their general practitioner, because they already have health complications, however, she also has experience working with adults, who do not have health issues, but wish to lose weight – they can lose their weight by joining a program in a “Health promotion center”. She notices that the initial motivation is very short-lived; most are very motivated in the first month, but the motivation decreases with the duration of the program. Individuals are usually more motivated when service provided requires a particular monetary investment, and when they can change the eating habits of their entire household – if their family is not supportive, it often happens that the weight loss is unsuccessful. The biggest initial struggle clients face irregular eating habits; they have a hard time organizing their schedule and the fact that many are not used to cooking at home anymore. To overcome the struggle, she suggests including the client in the process of change – asking them what solutions they propose, what steps they believe they could take. Most often, she only offers a guideline of what to eat and not exact meal plans; the emphasis is on teaching clients what to eat regardless of where they are – if they cook at home, are in a hotel on vacation, or need to participate a business dinner. She notices that people know what is healthy and what is not, they cannot find the time to implement the changes or are not motivated enough; moreover, people search for instant solutions and are impatient, so they often give up on. She also emphasizes that you cannot convince a person to make a change; they need to find a reason to create it themselves.



## **Appendix 10: Questionnaire**

Hello, my name is Špela Delakorda, I am a Certified Health Coach, and I am in the process of finishing my studies at the Faculty of Economics.

Health coaching is a new industry that is already experiencing success abroad, but it is only just developing in our country. A health coach helps individuals develop healthy lifestyles and habits, which can include physical activity, nutrition, stress relief, improving sleep and other areas that affect the quality of life. As part of my master's thesis, I am preparing a free program designed to change or improve your health habits, which you can (optionally) attend. You can find more information about the program at the end of the survey.

Even if you do not attend the program, the information provided will significantly help to develop it. For any additional questions, please email me at [spela.delakorda@gmail.com](mailto:spela.delakorda@gmail.com)

Thank you very much for your help,

Špela

### **Gender:**

- Male
- Female

### **Age group:**

- up to 20 years old
- 21 - 40 years old
- 41 - 60 years old
- 61 years old or higher

### **What is your highest formal education:**

- Less than high school
- High school or more

### **Employment status**

- In school
- Active
- Inactive
- Unemployed

## Region

- Pomurska
- Podravska
- Koroška
- Savinjska
- Zasavska
- Posavska
- Jugovzhodna
- Osrednjeslovenska
- Gorenjska
- Primorsko-notranjska
- Goriška
- Obalno-kraška

## GENERAL HEALTH

In different stages in life, we are more or less satisfied with our health. In this section, I ask about the health challenges and goals that are currently most important to you and how you tackle them.

Are you satisfied with your health? (1 – not satisfied, 10 - very satisfied)

### Your current main health goal:

- Weight loss
- Muscle gain
- Increased well being
- Increased fitness level
- Other:

### What is your definition of health?

**How important are the following aspects of a healthy lifestyle AT THE MOMENT?  
(1-unimportant, 5-very important)**

	1	2	3	4	5
Healthy food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular movement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stress reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enough sleep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Socializing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What are your current health challenges? (1-not a challenge, 5-a great challenge)**

	1	2	3	4	5
Working out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular movement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular healthy eating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eating too many sweets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overeating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Which of the aforementioned challenges is the hardest to tackle?**

- Working out
- Regular movement
- Regular healthy eating
- Eating too many sweets
- Overeating
- Other

Have you ever sought a council with a professional:

\*Dietitian is a professional who prescribes a meal plan and follows the progress

\*\*Health coach is a professional who helps the client to establish healthy habits in different aspects of health (nutrition, movement, stress, sleep)

	Yes	No	No, but I'm thinking about it
Personal trainer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dietitian*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General practitioner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Coach**	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**How much do you monthly spend in the following health categories:**

EUR

Gym membership (or any other workout membership)	
Gym clothes and equipment	
Supplements	
Hiring a professional	
Massages, saunas...	

**In your opinion, what is the biggest obstacle to achieving optimal health?**

- Lack of motivation
- Lack of time
- High costs
- Other

**Do you like attending seminars about healthy living or further educating yourself in the field of healthy living (reading books, articles, watching videos...)?**

- Yes
- No

### **PHYSICAL ACTIVITY**

**How important is regular physical activity to your health? (1-unimportant, 10-very important)**

**How often are you physically active (walking, running, working out...)?**

- Less than 1x a week
- 1-2x per week
- 3-4x per week
- 5-6x per week
- Every day

**Do you work out in the gym or attend exercise classes?**

- Yes, I visit the gym.
- Yes, I attend exercise classes.
- Yes, I do both.
- No.

**Do you like working out from home?**

- Yes
- No

**What type of movement do you prefer?**

- Walking
- Jogging
- Cycling
- Pilates/yoga
- Weight training
- Swimming
- Dancing
- Other

**Do you enjoy being physically active?**

- Yes, physical activity helps me relax.
- No, I am physically active because I know it is important for my health.
- I don't pay much attention to physical activity.
- Other.

**Do you enjoy competitions (among family members, friends, are you attending running festivals...)?**

- Yes
- No

**NUTRITION**

**Are you on a special diet?**

- No, I eat everything.
- Gluten-free
- Low-carb/LCHF/keto
- Vegan
- Vegetarian
- Other

**How many meals do you eat per day (meals + snacks)?**

- 1
- 2
- 3

- 4
- 5 or more

**Do you eat breakfast?**

- Yes
- No

**Do you meal plan?**

- Yes, I think about my meals at least one day in advance.
- I cook whatever is available in the kitchen.
- I start thinking about food when I get hungry.

**Do you prepare most of your food at home?**

- Yes, I prepare food for myself.
- Yes, but I do not prepare the food.
- No, I mostly eat in restaurants.

## **MOTIVATION**

**The next set of questions pertains to motivation. There are two types of motivation (external and internal) that allow us to pursue goals successfully. Do not think about the answers too long, but try to answer them instinctively.**

**Are you more motivated if you are a part of a group?**

- Yes
- No

**Are you more motivated if you work with the help of a professional?**

- Yes
- No

**How successful are you at motivating yourself (do you reach the goals that you set for yourself?) (1-not successful, 5-very successful)**

**How successful are you at keeping promises to yourself?**

- Very successful, when I decide to do something, I follow through.
- I have a very hard time keeping promises to myself, I often lack motivation
- I only keep promises that make sense to me.

**A dietitian gives you a meal plan that will help you achieve your goal:**

- Great, makes it much easier for me!
- I thoroughly research their suggestions before deciding if I want to follow it.
- No, thank you, I don't like meal plans, they are too limiting.

**Which statement best describes your view about your commitments to yourself?**

- I make a commitment to myself only if I'm convinced that it really makes good sense to do it.
- If someone else is holding me accountable for my commitments, I'll meet them-but if no one knows except me, I struggle.
- I bind myself as little as possible.

**Which statement describes you best?**

- I always search for additional information.
- I don't like it when people have expectations of me.
- I always find time for others, but often don't have enough time for myself.

**When you've formed a healthy habit in the past, what helped you stick to it?**

- I've found it pretty easy to stick to habits, even when no one else cares.
- I did a lot of research and customization about why and how I might keep that habit.
- I could stick to a good habit only when I was answerable to someone else.

**If people complain about your behavior, you'd be least surprised to hear them say...**

- You follow your good habits, ones that matter to you, even when it's inconvenient to someone else.
- You ask too many questions.
- You're good at taking time when others ask you to do something, but you're not good at taking time for yourself.

**Which description suits you best?**

- Disciplined – sometimes, even when it doesn't make sense.
- Asks necessary questions.
- Puts others – clients, family, neighbors, coworkers – first.
- Refuses to be bossed by others.

**Answer the following statements.**

	Tend to agree	Neutral	Tend to disagree
People get frustrated with me, because if they ask me to do something, I'm less likely to do it (even with a boss or client).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do what I think makes the most sense, according to my judgment, even if that means ignoring the rules or other people's expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitments to others should never be broken, commitments to myself can be broken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes I won't do something I want to do, because someone wants me to do it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I've sometimes described myself as people-pleaser.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**SOCIAL MEDIA AS A HEALTH MAINTENANCE TOOL**

**BLOK (6)**

Select which social networks you are active on and choose the level of activity:

	1	Multiple times a day	Once a day	Weekly	Monthly
Instagram	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LinkedIn	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drugo:	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No
Do you use social media as a motivational or informational tool for maintaining your health (eg getting ideas for meals, inspiration, etc.)	<input type="radio"/>	<input type="radio"/>
Do you think it's easier to reach your health goals because of information and / or activity on social networks?	<input type="radio"/>	<input type="radio"/>
Have you ever tried an online health improvement program (like online lectures,	<input type="radio"/>	<input type="radio"/>



	Yes	No
challenges, videos) or a workout on recorded media (DVDs, etc.)?		
If you have not participated in an online program before - would that be something you would be interested in?	<input type="radio"/>	<input type="radio"/>

Thank you for your participation! As mentioned in the introduction, the answers are intended to develop an online program that is part of the master's thesis. The program will aim at eliminating unhealthy habits that negatively affect our progress and goals and create new healthy habits. It will be held online and is entirely free of charge. If you would like to participate in the program, please fill in the information below, and I will contact you shortly with further information. For any additional questions, please contact me at [spela.delakorda@gmail.com](mailto:spela.delakorda@gmail.com)

**Name**

**E-mail**

(npr. [janez.novak@example.com](mailto:janez.novak@example.com))

## Appendix 11: Questionnaire results

XSPOL	Gender:			
	Answer	%	Valid	Cumulative
	1 (Moški)	10%	10%	10%
	2 (Ženski)	90%	90%	100%
<b>Valid</b>	Total	100%	100%	
	Average	1.9	Std. Deviation	0.3

XSTAR2a4	Age group:			
	Answer	%	Valid	Cumulative
	1 (up to 20 years old)	1%	1%	1%
	2 (21 - 40 years old)	47%	47%	48%
	3 (41 - 60 years old)	48%	48%	96%
	4 (61 years old or more)	4%	4%	100%
<b>Valid</b>	Total	100%	100%	
	Average:	2.5	Std. Deviation	0.6

XIZ1a2	What is your highest formal education?			
	Answer	%	Valid	Cumulative
	1 (Less than high school)	1%	1%	1%
	2 (High school or more)	99%	99%	100%
<b>Valid</b>	Total	100%	100%	
	Average:	2.0	Std. Deviation	0.1

XDS2a4	Employment status:			
	Answer	%	Valid	Cumulative
	1 (In school)	8%	8%	8%
	2 (Active)	85%	85%	93%
	3 (Inactive)	4%	4%	97%
	4 (Unemployed)	3%	3%	100%
<b>Valid</b>	Total	100%	100%	
	Average:	2.0	Std. Deviation	0.5

XLOKACREGk	Region:			
	Answer	%	Valid	Cumulative
	1 (Pomurska)	3%	3%	3%
	2 (Podravska)	14%	14%	17%
	3 (Koroška)	3%	3%	19%
	4 (Savinjska)	21%	21%	40%
	5 (Zasavska)	1%	1%	42%
	6 (Posavska)	3%	3%	44%
	7 (Jugovzhodna)	7%	7%	51%
	8 (Osrednjeslovenska)	32%	32%	83%
	9 (Gorenjska)	10%	10%	93%
	10 (Primorsko-notranjska)	3%	3%	96%
	11 (Goriška)	0%	0%	96%
	12 (Obalno-kraška)	4%	4%	100%
<b>Valid</b>	Total	99%	100%	
	Average	6.2	Std. Deviation	2.9

Q2	Are you satisfied with your health? (1 – not satisfied, 10 - very satisfied)					
	Valid	Nb. of units	Average	Std. Deviation	Minimum	Maximum
	57	73	6.2	1.81	4	10

Q3	Your current main health goal:			
	Answer	%	Valid	Cumulative
	1 (Weight loss)	40%	48%	48%
	2 (Muscle gain)	5%	7%	55%
	3 (Increased wellbeing)	14%	17%	72%
	4 (Increased fitness level)	18%	22%	93%
	5 (Other:)	5%	7%	100%
<b>Valid</b>	Total	82%	100%	
	Average	2.3	Std. Deviation	1.4

Q3_5_text	Q3 (Other: )			
	Answer	%	Valid	Cumulative
	pridobitev kilogramov	1%	25%	25%
	razbremenitev	1%	25%	50%
	okrevanje pomoperaciji razlitiga slepiča	1%	25%	75%
	boljše počutje in povečanje kondicije	1%	25%	100%
<b>Valid</b>	Total	5%	100%	

Q4	What is your definition of health?			
	Answer	%	Valid	Cumulative
	biti aktiven v družbi, brez bolezenskih težav.	1%	2%	2%
	zdravje v glavi	1%	2%	4%
	zdravje ni samo stanje telesa. je tudi stanje duha in odnosa do življenja.	1%	2%	6%
	fizično in duševno optimalno počutje.	1%	2%	8%
	dobro počutje	1%	2%	10%
	energija, veselje, moč, čim manj bolečin bolečin.	1%	2%	13%
	dobro počutje	4%	6%	19%
	zdrave prehranjevalne navade predvsem cimmanj predelane hrane in ce le gre cimvec doma pridelane, redna aktivnost, pocitek, hidracija	1%	2%	21%
	biti zdrav in srečen :)	1%	2%	23%
	dobro počutje, psihično in fizično..	1%	2%	25%
	brez bolezn z dobrim pocutjem	1%	2%	27%
	ko lahko brez zdravil in zdravstvenih pripomočkov upravljam vsakodnevna opravila	1%	2%	29%
	psiho fizično dobro stanje	1%	2%	31%
	odsotnost bolezn in uspešno premagovanje vsakodnevnih opravil	1%	2%	33%
	fit/urejena prehrana/aktiven življenjski slog	1%	2%	35%
	zdrav duh v zdravem telesu	1%	2%	38%
	veliko energije in dobro počutje.	1%	2%	40%

	odsotnost bolezn in visoka stopnja življenjske energije	1%	2%	42%
	da se fizično in psihično počutiš zadovoljen	1%	2%	44%
	poln energije, življenjske radosti, optimizma, notranjega miru, zadovoljstva	1%	2%	46%
	pravilno delujoc organizem..razvita inteligenca in psiha	1%	2%	48%
	da sem normalno lahko aktivna	1%	2%	50%
	dobro počutje in nasmeh na obrazu	1%	2%	52%
	brez zdravil in brez obiskov zdravnika	1%	2%	54%
	dobro počutje, veliko energije, zdrava koža (zaradi težav z dermatitisom)	1%	2%	56%
	uživati življenje brez dejavnikov, ki bi načenjali tvoje telo in ogrožali tvoje dobro počutje.	1%	2%	58%
	nobnih zdravstvenih težav	1%	2%	60%
	odsotnost bolezn in dobro počutje	1%	2%	63%
	preživeti ustvarjalno in aktivno cel dan, teden, mesec..	1%	2%	65%
	uzivati v življenju	1%	2%	67%
<b>Valid</b>	Total	66%	100%	

<b>Q5 How important are the following aspects of a healthy lifestyle AT THE MOMENT? (1-unimportant, 5-very important)</b>									
	Subquestions	Answer (%)						Average	Std. Deviation
		1	2	3	4	5	Total		
Q5a	Healthy food	0	0	3	29	68	100	4.6	0.5
Q5b	Regular movements	0	0	17	34	49	100	4.3	0.8
Q5c	Stress reduction	0	5	10	15	69	100	4.5	0.9
Q5d	Enough sleep	0	2	5	31	63	100	4.5	0.7
Q5e	Socializing	0	3	31	29	37	100	4.0	0.9

<b>Q6 What are your current health challenges? (1-not a challenge, 5-a great challenge)</b>									
	Subquestions	Answer (%)						Average	Std. Deviation
		1	2	3	4	5	Total		
Q6a	Working out	10	15	27	27	20	100	3.3	1.3
Q6b	Regular movement	15	20	20	22	22	100	3.2	1.4
Q6c	Regular healthy eating	8	15	19	25	32	100	3.6	1.3
Q6d	Eating too many sweets	12	16	22	12	38	100	3.5	1.4
Q6e	Overeating	17	19	22	7	36	100	3.3	1.5
Q6f	Other:	11	0	0	6	33	100	4.0	1.2

<b>Q6f_text Q6 (Other: )</b>				
	Answer	%	Valid	Cumulative
	trenutni izziv ki se soočam z njim je mentalni (odnos z hrano) strah pred hrano, pridobivanjem teže	1%	17%	17%
	pitje zadostne količine tekočine (vode predvsem) na dan	1%	17%	33%
	brez alkohola in kave	1%	17%	50%

	izogibanje ogljikovim hidratom	1%	17%	67%
	doslednost pri zastavljenem cilju (prehranski, športni)	1%	17%	83%
	hrana lchf	1%	17%	100%
<b>Valid</b>	Total	8%	100%	

<b>Q7</b>	<b>Which of the aforementioned challenges is the hardest to tackle?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Working out)	19%	25%	25%
	2 (Regular movement)	14%	18%	42%
	3 (Regular healthy eating)	16%	21%	63%
	4 (Eating too many sweets)	18%	23%	86%
	5 (Overeating)	7%	9%	95%
	6 (Other:)	4%	5%	100%
<b>Valid</b>	Total	78%	100%	
	Average	2.9	Std. Deviation	1.5

<b>Q7_6_text</b>	<b>Q7 (Other: )</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	doseci kcal suficit	1%	50%	50%
	kajenje	1%	50%	100%
<b>Valid</b>	Total	3%	100%	

<b>Q8</b>	<b>Have you ever sought a council with a professional:</b>						
	<b>*Dietitian is a professional who prescribes a meal plan and follows the progress</b>						
	<b>**Health coach is a professional who helps the client to establish healthy habits in different aspects of health (nutrition, movement, stress, sleep)</b>						
	<b>Sub questions</b>	<b>Answer (%)</b>				<b>Average</b>	<b>Std. Deviation</b>
		Yes	No	No, but I'm thinking about it	Total		
Q8a	Personal trainer	24	69	7	100	1.8	0.5
Q8b	Dietitian*	24	69	7	100	1.8	0.5
Q8c	General practitioner	33	66	2	100	1.7	0.5
Q8d	Health Coach**	11	84	5	100	1.9	0.4
Q8e	Other:	27	55	18	100	1.9	0.7

<b>Q8e_text</b>	<b>Q8 (Other: )</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	facebook	1%	33%	33%
	bioresonanca	1%	33%	100%
<b>Valid</b>	Total	4%	100%	

<b>Q9</b>	<b>How much do you monthly spend in the following health categories?</b>	
	<b>Sub questions</b>	<b>Average</b>
		EUR
Q9a	Gym membership (or any other workout membership)	26.3
Q9b	Gym clothes and equipment	20.4
Q9c	Dietary supplements	22.5
Q9d	Hiring a professional	40.0
Q9e	Massages, saunas...	16.3

<b>Q10</b>	<b>In your opinion, what is the biggest obstacle to achieving optimal health?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Lack of motivation)	47%	60%	60%
	2 (Lack of time)	16%	21%	81%
	3 (High costs)	10%	12%	93%
	4 (Other:)	5%	7%	100%
<b>Valid</b>	Together	78%	100%	
	Average	1.7	Std. Deviation	1.0

<b>Q10_4_text</b>	<b>Q10 (Other: )</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	telesne omejitve	1%	25%	25%
	izgovori	1%	25%	50%
	stresna služba	1%	25%	75%
	po mojem mnenju mix vseh odgovorov navedenih zgoraj... motivacija je velik del uspeha, če ni dovolj motivacije potem posledično ni časa in pa seveda vsi mislijo da je zdrav življenjski slog drag... kar po eni strani je. najceneje je iti v hofer, lidel, merkator itd... kupiti pico za 1e ali pa kilo makaronov ali kaj podobnega in imaš kosilo... kupi si kvalitetnega lososa ali kaj podobnega... boš za eno kosilo odštetu od cca 5 do 15e če seveda zraven želiš še recimo kakšne čudežne špagete, solato in podobno... se mi zdi da je to v sloveniji ratala kar navada, čim je nalepka eco, bio, kar koli v smislu green je takoj dražji kljub temu da kvaliteta morda niti ni boljša.	1%	25%	100%
<b>Valid</b>	Total	5%	100%	

<b>Q11</b>	<b>Do you like attending seminars about healthy living or further educating yourself in the field of healthy living (reading books, articles, watching videos...)?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	58%	72%	72%
	2 (No)	22%	28%	100%
<b>Valid</b>	Total	79%	100%	
	Average	1.3	Std. Deviation	0.5

<b>Q13</b>	<b>How important is regular physical activity to your health? (1-unimportant, 10-very important)</b>					
	<b>Valid</b>	<b>Nb. Units</b>	<b>Average</b>	<b>Std. Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
	57	73	7.1	2.22	5	10

<b>Q14</b>	<b>How often are you physically active (walking, running, working out...)?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 ( Less than 1x per week)	15%	18%	18%
	2 ( 1-2x per week)	30%	37%	55%
	3 (3-4x per week)	18%	22%	77%
	4 (5-6x per week)	14%	17%	93%
	5 (Every day)	5%	7%	100%
<b>Valid</b>	Total	82%	100%	
	Average	2.6	Std. Deviation	1.2

<b>Q15</b>	<b>Do you work out in the gym or attend exercise classes?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes, I visit the gym.)	12%	15%	15%
	2 (Yes, I attend exercise classes)	22%	27%	42%
	3 (Yes, I do both)	0%	0%	42%
	4 (No)	48%	58%	100%
<b>Valid</b>	Total	82%	100%	
	Average	3.0	Std. Deviation	1.2

<b>Q16</b>	<b>Do you like working out from home?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	29%	36%	36%
	2 (No)	52%	64%	100%
<b>Valid</b>	Total	81%	100%	
	Average	1.6	Std. Deviation	0.5

<b>Q17</b>	<b>What type of movement do you prefer?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Walking)	36%	43%	43%
	2 (Jogging)	7%	8%	51%
	3 (Cycling)	3%	3%	54%
	4 (Pilates/yoga)	5%	7%	61%
	5 (Weight training)	15%	18%	79%
	6 (Swimming)	5%	7%	85%
	7 (Dancing)	5%	7%	92%
	8 (Other:)	7%	8%	100%
<b>Valid</b>	Total	84%	100%	
	Average	3.4	Std. Deviation	2.5

<b>Q17_8_t ext</b>	<b>Q17 (Other: )</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	hiit vadba	1%	20%	20%
	sprehod in pohod oz hoja v hribe, tek, cestno kolesarjenje, fitnes( vaje z utežmi in lastno težo) seveda ko sem na morju plavanje. razmišljam pa tudi v smeri kakšne jutranje meditacije.	1%	20%	40%
	odbojka	1%	20%	60%
	aktivna hoja	1%	20%	80%
	kombinacija fitnesa in pohodništva	1%	20%	100%
<b>Valid</b>	Total	7%	100%	

<b>Q18</b>	<b>Do you enjoy being physically active?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes, physical activity helps me relax.)	51%	62%	62%
	2 (No, I am physically active because I know it is important for my health.)	21%	25%	87%
	3 (I don't pay much attention to physical activity.)	11%	13%	100%

	4 (Other:)	0%	0%	100%
<b>Valid</b>	Total	82%	100%	
	Average	1.5	Std. Deviation	0.7

<b>Q19</b>	<b>Do you enjoy competitions (among family members, friends, are you attending running festivals...)?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	15%	18%	18%
	2 (No)	67%	82%	100%
<b>Valid</b>	Total	82%	100%	
	Average	1.8	Std. Deviation	0.4

<b>Q21</b>	<b>Are you on a special diet?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (No, I eat everything.)	42%	52%	52%
	2 (Gluten-free)	3%	3%	55%
	3 (Low carb/LCHF/keto)	30%	37%	92%
	4 (Vegan)	0%	0%	92%
	5 (Vegetarian)	1%	2%	93%
	6 (Other:)	5%	7%	100%
<b>Valid</b>	Total	82%	100%	
	Average	2.2	Std. Deviation	1.5

<b>Q21_6_text</b>	<b>Q21 (Other: )</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	trudim se držati diete brez bele moke in mleka	1%	25%	25%
	v osnovi vegansko, občasno kakšno jajce, raki, ribe,	1%	25%	50%
	low carb, paleo	1%	25%	75%
	lchf	1%	25%	100%
<b>Valid</b>	Total	5%	100%	

<b>Q22</b>	<b>How many meals do you eat per day (meals + snacks)?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1	0%	0%	0%
	2	8%	10%	10%
	3	49%	60%	70%
	4	19%	23%	93%
	5 (5 or more)	5%	7%	100%
<b>Valid</b>	Total	82%	100%	
	Average	3.3	Std. Deviation	0.7

<b>Q23</b>	<b>Do you eat breakfast?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	42%	52%	52%
	2 (No)	40%	48%	100%
<b>Valid</b>	Total	82%	100%	
	Average	1.5	Std. Deviation	0.5



<b>Q24</b>	<b>Do you meal plan?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes, I think about my meals at least one day in advance.)	29%	35%	35%
	2 (I cook whatever is available in the kitchen.)	33%	40%	75%
	3 (I start thinking about food when I get hungry.)	21%	25%	100%
<b>Valid</b>	Total	82%	100%	
	Average	1.9	Std. Deviation	0.8

<b>Q25</b>	<b>Do you prepare most of your food at home?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes, I prepare food for myself.)	66%	80%	80%
	2 (Yes, but I do not prepare the food.)	11%	13%	93%
	3 (No, I mostly eat in restaurants.)	5%	7%	100%
<b>Valid</b>	Total	82%	100%	
	Average	1.3	Std. Deviation	0.6

<b>Q27</b>	<b>Are you more motivated if you are a part of a group?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	56%	71%	71%
	2 (No)	23%	29%	100%
<b>Valid</b>	Total	79%	100%	
	Average	1.3	Std. Deviation	0.5

<b>Q28</b>	<b>Are you more motivated if you work with the help of a professional?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Da)	59%	74%	74%
	2 (Ne)	21%	26%	100%
<b>Valid</b>	Total	79%	100%	
	Average	1.3	Std. Deviation	0.4

<b>Q29</b>	<b>How successful are you at motivating yourself (do you reach the goals that you set for yourself?) (1-not successful, 5-very successful)</b>			
	<b>Average</b>	<b>Std. Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
	3.2	0.90	1	5

<b>Q30</b>	<b>How successful are you at keeping promises to yourself?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Very successful, when I decide to do something, I follow through.)	25%	31%	31%
	2 (I have a very hard time keeping promises to myself, I often lack motivation)	34%	43%	74%
	3 (I only keep promises that make sense to me.)	21%	26%	100%
<b>Valid</b>	Total	79%	100%	
	Average	1.9	Std. Deviation	0.8

<b>Q31</b>	<b>A dietitian gives you a meal plan that will help you achieve your goal:</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Great, makes it much easier for me!)	27%	35%	35%
	2 (I thoroughly research their suggestions before deciding if I want to follow it.)	29%	37%	72%
	3 (No, thank you, I don't like meal plans, they are too limiting.)	22%	28%	100%
<b>Valid</b>	Total	78%	100%	
	Average	1.9	Std. Deviation	0.8

<b>Q32</b>	<b>Which statement best describes your view about your commitments to yourself?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (I make a commitment to myself only if I'm convinced that it really makes good sense to do it.)	53%	70%	70%
	2 (If someone else is holding me accountable for my commitments, I'll meet them-but if no one knows except me, I struggle.)	7%	9%	79%
	3 (I bind myself as little as possible.)	16%	21%	100%
<b>Valid</b>	Total	77%	100%	
	Average	1.5	Std. Deviation	0.8

<b>Q33</b>	<b>Which statement describes you best?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (I always search for additional information.)	51%	64%	64%
	2 (I don't like it when people have expectations of me.)	10%	12%	76%
	3 (I always find time for others, but often don't have enough time for myself.)	19%	24%	100%
<b>Valid</b>	Total	79%	100%	
	Average	1.6	Std. Deviation	0.9

<b>Q34</b>	<b>When you've formed a healthy habit in the past, what helped you stick to it?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (I've found it pretty easy to stick to habits, even when no one else cares.)	22%	28%	28%
	2 (I did a lot of research and customization about why and how I might keep that habit.)	51%	65%	93%
	3 (I could stick to a good habit only when I was answerable to someone else.)	5%	7%	100%
<b>Valid</b>	Total	78%	100%	
	Average	1.8	Std. Deviation	0.6

<b>Q35</b>	<b>If people complain about your behavior, you'd be least surprised to hear them say...</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (You follow your good habits, ones that matter to you, even when it's inconvenient to someone else.)	19%	25%	25%
	2 (You ask too many questions.)	26%	33%	58%
	3 (You're good at taking time when others ask you to do something, but you're not good at taking time for yourself.)	33%	42%	100%
<b>Valid</b>	Total	78%	100%	
	Average	2.2	Std. Deviation	0.8

<b>Q36</b>	<b>Which description suits you best?</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Disciplined – sometimes, even when it doesn't make sense.)	8%	10%	10%
	2 (Asks necessary questions.)	5%	7%	17%
	3 (Puts others – clients, family, neighbors, coworkers – first.)	29%	36%	53%
	4 (Refuses to be bossed by others. )	37%	47%	100%
<b>Valid</b>	Total	79%	100%	
	Average	3.2	Std. Deviation	1.0

<b>Q37</b>	<b>Answer the following statements.</b>						
	<b>Subquestions</b>	<b>Answer (%)</b>				<b>Average</b>	<b>Std. Deviation</b>
		Tend to agree	Neutral	Tend to disagree	Total		
Q37a	People get frustrated with me, because if they ask me to do something, I'm less likely to do it (even with a boss or client).	7	28	66	100	2.6	0.6
Q37b	I do what I think makes the most sense, according to my judgment, even if that means ignoring the rules or other people's expectations.	38	38	24	100	1.9	0.8
Q37c	Commitments to others should never be broken, commitments to myself can be broken.	40	37	23	100	1.8	0.8
Q37d	Sometimes I won't do something I want to do, because someone wants me to do it	9	5	67	100	2.6	0.7
Q37e	I've sometimes described myself as people-pleaser.	37	35	28	100	1.9	0.8

<b>Q39_Q40</b>	<b>Select which social networks you are active on and choose the level of activity:</b>	
	<b>Subquestions</b>	<b>Answer (%)</b>
		(1)
Q39_Q40a	Instagram	39
Q39_Q40b	Facebook	76
Q39_Q40c	Twitter	3
Q39_Q40d	LinkedIn	14
Q39_Q40e	Other:	1

<b>Q39_Q40e_t ext</b>	<b>Q39_Q40 (Other: )</b>			
	<b>Answer</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	strava	1%	100%	100%
<b>Valid</b>	Total	1%	100%	

<b>Q39_Q41</b>	<b>Označite na katerih socialnih omrežjih ste aktivni in izberite stopnjo aktivnosti:</b>							
	<b>Subquestions</b>	<b>Answers (%)</b>					<b>Average</b>	<b>Std. Deviation</b>
		Multiple times a day	Once a day	Weekly	Monthly	Total		
Q39_Q41a	Instagram	52	22	4	22	100	2.0	1.2
Q39_Q41b	Facebook	84	12	4	0	100	1.2	0.5
Q39_Q41c	Twitter	0	0	0	100	100	4.0	0.0
Q39_Q41d	LinkedIn	9	27	9	55	100	3.1	1.1
Q39_Q41e	Other:	0	0	50	50	100	3.5	0.7

<b>Q42</b>						
	<b>Sub questions</b>	<b>Answers (%)</b>			<b>Average</b>	<b>Std. Deviation</b>
		Yes	No	Total		
Q42a	Do you use social media as a motivational or informational tool for maintaining your health (eg getting ideas for meals, inspiration, etc.)	84	16	100	1.2	0.4
Q42b	Do you think it's easier to reach your health goals because of information and / or activity on social networks?	59	41	100	1.4	0.5
Q42c	Have you ever tried an online health improvement program (like online lectures, challenges, videos) or a workout on recorded media (DVDs, etc.)?	45	55	100	1.6	0.5
Q42d	If you haven't participated in an online program before - would that be something you would be interested in?	54	46	100	1.5	0.5

## Appendix 12: The four tendencies test

Question	Answer		Tendency
Have you kept a New Year's resolution where you weren't accountable to anyone – a resolution like drinking more water or keeping a journal?	A	Yes. I'm good at keeping New Year's resolutions, even the ones no one knows about but me.	Upholder
	B	I'm good at keeping resolutions, but I make them whenever the time seems right. I wouldn't wait for the New Year; January 1 is arbitrary date.	Questioner
	C	I've had trouble with that kind of resolution, so I'm not inclined to make one. When I'm only helping myself, I often struggle.	Obliger
	D	No. I hate to bind myself in any way.	Rebel
Which statement best describes your view about your commitment to yourself?	A	I make commitments to myself only if I'm convinced that it really makes good sense to do it.	Questioner
	B	If someone else is holding me accountable for my commitments, I'll meet them – but if no one knows except me, I struggle.	Obliger
	C	I bind myself as little as possible.	Rebel
	D	I take my commitments to myself as seriously as my commitments to other people.	Upholder
At times, we feel frustrated by ourselves. Are you most likely to feel frustrated because...	A	My constant need for more information exhausts me.	Questioner
	B	As soon as I'm expected to do something, I don't want to do it.	Rebel
	C	I can take time for other people, but I can't take time for myself.	Obliger
	D	I can't take a break from my usual habits, or violate the rules, even when I want to.	Upholder
When you've formed a healthy habit in the past, what helped you stick to it?	A	I've found it pretty easy to stick to habits, even when no one else cares.	Upholder

to be continued

continued

Question	Answer		Tendency
	B	I did a lot of research and customization about why and how I might keep the habit.	Questioner
	C	I could stick to a good habit only when I was answerable to someone else.	Obliger
	D	Usually I don't choose to bind myself in advance.	Rebel
If people complain about your behavior, you'd be least surprised to hear them say...	A	You follow your good habits, ones that matter only to you, even when it's inconvenient for someone else.	Upholder
	B	You ask too many questions.	Questioner
	C	You're good at taking time when others ask you to do something, but you're not good at taking time for yourself.	Obliger
	D	You only do what you want to do, when you want to do it.	Rebel
Which description suits you best?	A	Puts others-clients, family, neighbors, coworkers-first.	Obliger
	B	Disciplined – sometimes, even when it doesn't make sense.	Upholder
	C	Refuses to be bossed by others.	Rebel
	D	Asks necessary questions.	Questioner
People get frustrated with me, because if they ask me to do something, I'm less likely to do it (even with a boss or a client)		Tend to agree	Rebel
		Neutral	
		Tend to disagree	

to be continued

continued

<b>Question</b>	<b>Answer</b>		<b>Tendency</b>
I do what I think makes the most sense, according to my judgment, even if that means ignoring the rules or other people's expectations		Tend to agree	Questioner
		Neutral	
		Tend to disagree	
Commitments to others should never be broken, but commitments to myself can be broken.		Tend to agree	Obliger
		Neutral	
		Tend to disagree	
Sometimes I won't do something I want to do, because someone wants me to do it.		Tend to agree	Rebel
		Neutral	
		Tend to disagree	
I've sometimes described myself as a people-pleaser		Tend to agree	Obliger
		Neutral	
		Tend to disagree	
I don't mind breaking rules or violating convention – I often enjoy it.		Tend to agree	Rebel
		Neutral	
		Tend to disagree	
I question the validity of the Four Tendencies framework.		Tend to agree	Questioner
		Neutral	
		Tend to disagree	

Source: Rubin, 2017

### **Appendix 13: Satisfaction survey**

Thank you very much to everyone who has shown an interest in participating in the program. There are 9 short questions before you and I ask you to answer them to the best of your ability - any comments, positive or negative, will be of great help.

**Have you started the online program "Redna zdrava prehrana"?**

- Yes
- No

**IF (1) Q1 = [1] ( Yes )**

**Did you follow the online program through the end?**

- Yes
- No

**IF (1) Q1 = [1] ( Yes )**

**IF (2) Q2 = [1] ( Yes )**

**Which part of the program did you find most helpful when establishing healthy habits?**

**IF (1) Q1 = [1] ( Yes )**

**IF (2) Q2 = [1] ( Yes )**

**Did you miss anything from the program?**

**IF (1) Q1 = [1] ( Yes )**

**IF (2) Q2 = [1] ( Yes )**

**Were you satisfied with the final results of the online program?**

- Yes
- No

**IF (1) Q1 = [1] ( Yes )**

**IF (2) Q2 = [1] ( Yes )**

**How would you improve the online program?**



**IF (1) Q1 = [1] ( Yes )**

**IF (3) Q2 = [2] ( No )**

**What discouraged you from completing the program?**

**IF (4) Q1 = [2] ( No )**

**What discouraged you from starting the program?**

**Would you be willing to participate in a similar online program in the future?**

Yes

No

**Do you have any additional comments or suggestions?**

## Appendix 14: Satisfaction survey results

<b>Q1</b>	<b>Have you started the online program "Redna zdrava prehrana"?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	100%	100%	100%
	2 (No)	0%	0%	100%
<b>Valid</b>	Total	100%	100%	
	Average	1.0	Std. Deviation	0.0

<b>Q2</b>	<b>Did you follow the online program through the end?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	100%	100%	100%
	2 (No)	0%	0%	100%
<b>Valid</b>	Total	100%	100%	
	Average	1.0	Std. Deviation	0.0

<b>Q3</b>	<b>Which part of the program did you find most helpful when establishing healthy habits?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	zapisovanje ciljev	33%	33%	33%
	vzpodbuda	33%	33%	67%
	videi :)	33%	33%	100%
<b>Valid</b>	Total	100%	100%	

<b>Q4</b>	<b>Did you miss anything from the program?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	nope	33%	33%	33%
	premau ljudi, več glav več zelja... več motivacije	33%	33%	67%
	pogrešala sem svojo trmo na momente	33%	33%	100%
<b>Valid</b>	Total	100%	100%	

<b>Q5</b>	<b>Were you satisfied with the final results of the online program?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	100%	100%	100%
	2 (No)	0%	0%	100%
<b>Valid</b>	Total	100%	100%	
	Average	1.0	Std. Deviation	0.0

<b>Q6</b>	<b>How would you improve the online program?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	morda bi si morala zadati manj navad	33%	50%	50%
	je kr ok	33%	50%	100%
<b>Valid</b>	Total	67%	100%	

<b>Q7</b>	<b>What discouraged you from completing the program?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>

<b>Q8</b>	<b>What discouraged you from starting the program?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>

<b>Q9</b>	<b>Would you be willing to participate in a similar online program in the future?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	1 (Yes)	100%	100%	100%
	2 (No)	0%	0%	100%
<b>Valid</b>	Total	100%	100%	
	Average	1.0	Std. Deviation	0.0

<b>Q10</b>	<b>Do you have any additional comments or suggestions?</b>			
	<b>Answers</b>	<b>%</b>	<b>Valid</b>	<b>Cumulative</b>
	jaz bi potrebovala vsak dan kontrolo ... nap. vsak dan sporočilce...haloo je bil dan uspešen...kolikor klukic imamo ...	33%	50%	50%
	keep it up!	33%	50%	100%
<b>Valid</b>	Total	67%	100%	

## Appendix 15: Health coaches in Slovenia

Health Coach	Certification	Field	Offer	Pricing	Social media
<b>Maja Prkić</b>	Certified Integrative Health Coach	Nutrition, movement, stress, sleep	Personal health coaching	No data	Website Facebook Instagram
			Group health coaching	No data	
			Corporate wellness program	No data	
<b>Simone Godina</b>	Certified Holistic Health Coach	Thyroid health	Detektivka za vase hormone	59€	Website Facebook
			VIP dan za hormone in ščitnico	49€	
			Metuljček – posvet in razlaga testov ščitnice	59€	
			Regeneracija prepustnega črevesja	134€-248€	
			ABC hormonov in ščitnice	98€	
			Hormonček - individualni coaching (1 mesec)	124€	
<b>Timotei Malnarič</b>	Certified Primal Health Coach	Nutrition, stress, movement, sleep, meditation,	NAI coaching: Individual consultation 60€	60€	Website Facebook Instagram
			NAI coaching: 21 day coaching program 180€	180€	
			NAI gibanje: Individual consultation	40€	
			NAI meditacija	No data	
			NAI medijstvo	No data	
			NAI workshops	No data	

Sources: Krog zavedanja (2019), Simone Godina (2016) and Vitamin L (2016)

## Appendix 16: Calculations

46% of Slovenian people believe their weight is too high.			
46% of overweight Europeans changed their diets in the past 12 months in order to lose weight			
	#	% of Slovenia	% of Central Slovenia
People in Slovenia	2.080.908	100	
People in Central Slovenia	535.375		
People in Ljubljana	292.988	14	54,7
People in Slovenia that can be reached through Instagram	490000		
People in Slovenia without Ljubljana that can be reached through Instagram	410000		
Overnourished and obese people in Central Slovenia	82447,75		
<b>WOMEN</b>			
Slovenia	1.065.424,896	51,20%	
Ljubljana - between 21 and 60 y.o.	79.915	52,90%	
Slovenia without Ljubljana - between 21 and 60 years old	460.054	43,18%	
Overnourished women	28,30%		
Obese women	14,60%		
On Instagram	209920		
On Instagram - between 21 and 60 y.o.	90685,44		
On Instagram who are overnourished + obese	38989,655		
Women in Ljubljana (overnourished + obese), who want to lose weight	16910,014		
Women on Instagram (without Ljubljana) (overnourished + obese), who want to lose weight	17935,2459		
<b>POTENTIAL MARKET</b>	<b>34845,2599</b>		

Source: Mestna občina Ljubljana (2019) and Republika Slovenija, Statistični urad (2019a)

REVENUES	2019	2020	2021	2022	2023
Weightloss program		6.840 €	8.208 €	9.850 €	11.820 €
Cravings program		11.280 €	13.536 €	16.243 €	19.492 €
Individual coaching - 3 months			720 €	864 €	1.037 €
Individual coaching - 3 months for 2			1.120 €	1.344 €	1.613 €
Individual coaching - 1 session		0	240 €	288 €	346 €
<b>TOTAL</b>	<b>0</b>	<b>18.120 €</b>	<b>23.824 €</b>	<b>28.589 €</b>	<b>34.307 €</b>
EXPENSES	2019	2020	2021	2022	2023
Salary	2.058,76 €	13.094 €	13.880 €	14.713 €	15.596 €
Reimbursement of food expenses	123,64 €	998 €	998 €	998 €	998 €
Website maintenance	185,90 €	1.631 €	1.631 €	1.740,00 €	1.740 €
Accounting	40 €	480 €	480 €	480 €	480 €
Other costs	80 €				
Marketing	100 €	906 €	2.000 €	3.430,68 €	4.116,84 €
Education and training	99 €	300 €	1.500 €	1.500 €	5.000 €
<b>TOTAL</b>	<b>2.687,30 €</b>	<b>17.409 €</b>	<b>20.489 €</b>	<b>22.861 €</b>	<b>27.930 €</b>
<b>Profit/Loss</b>	<b>-2.687,30 €</b>	<b>711 €</b>	<b>3.335 €</b>	<b>5.727 €</b>	<b>6.376 €</b>

Source: Own work