

Commercial Weight Loss Centers: A Market Analysis

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- 2013-2015 \$ value of diet products vs. services
- Historical market revenues \$ size, by market segment: 1989-2015
- Revenues of top commercial chains: 2009-2015
- \$ size of market and its 9 segments, forecasted 2015-2019 growth rates for segments

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- **Summary & status report**/major developments since 2013 24-42
- (no. of centers left, avg. cost of major commercial plans vs. medical and self-help plans 2013-2015 segment performance, 2016 outlook, revenues of leaders
- In-depth discussion of Weight Watchers implosion, success of NutriSystem, Jenny Craig/Curves merger, how apps and medical programs are strong competitors, factors affecting 2015 & 2016 diet seasons, program customization, latest fad diets
- Obamacare's effects on commercial programs, competitive disadvantage
- Positive/negative factors seen affecting growth from 2015-2019
- Why the franchise growth model no longer works for commercial diet centers

Tables:

- Avg. cost of popular diet programs (Forbes)
- 1982-2019 F commercial weight loss center revenues
- No. of U.S. weight control services (1991-2015)
- Number of commercial centers (2007, 2008, 2010, 2012, 2014 - top chains)
- Sales of the top chains (incl. Wt. Watchers, Jenny Craig, NutriSystem, Medifast): 2001-2015

Industry Structure p. 43-56

- 2012, 2007, 2002 industry snapshots for commercial diet centers: no. of establishments, legal form of firms, top 50 firms mkt. share, ratios by firm's receipts, top states
- Sample income statement for a typical commercial center: (expenses by type, profits) 47
- Avg. revenues per co.-owned/franchised center for Jenny Craig & LA Weight Loss
- Avg. cost to acquire new customers
- What commercial centers have in common, expansion of 1980s/contraction of 1990s
1982-88 diet franchise avg. revenues per unit, no. of centers/ sites operated by top chains.
- **Franchising:** status of, use as growth strategy, investment costs, profiles of Wt. Watchers, Jenny Craig franchises, why franchising may be less viable, commercial chains survival actions.

Census Bureau Operating Ratios: 2012, 2007, 2002 (Commercial diet centers/services) (no. of estab., firms, receipts, receipts per estab., payroll as % sales, etc.)

U.S. Census Tables p. 57-80

- Industry snapshot: no. of estab., receipts, avg. per estab. & employee, payroll as % sales, etc.
- Employee sales/payroll productivity
- Establishments, by legal form (corporations, partnerships, sole proprietors)
- Market share for largest 4, 8, 20, 50 firms
- Ratios, by single vs. multi-unit firms
- Ratios, by receipts size of firms & establishments
- No. of diet centers, by state & region, avg. receipts per estab. By state
- No. of diet centers, by state, ranked by sales and avg. receipts per establishment
- 2013 no. of estab. payroll, estd. receipts, by state, ranked (County Business Patterns)

Company profiles: in-depth company history, current status, recent developments, how programs work, costs, franchise systems, 2009-2015 & historical revenues, new programs, strategies, address/website):

* Weight Watchers International	p. 81
* Jenny Craig	98
* NutriSystem	110
* Medifast	123
* Health Management Group (Diet Center)	133
* Metabolic Research Centers	139

Reference Directory of Weight Loss Information Sources 142-149

- Industry & government trade associations, journals, newsletters, magazines, consultants