

**2015**

**BOX**

**OWNERS**

**SURVEY  
REPORT**



## HERE IT IS: THE 2015 BOX OWNERS' SURVEY REPORT

1011 users participated, representing just under 10% of all boxes worldwide. Given the enormity of the task, achieving a representative sample is huge, and we thank you for your honesty and candor.

We're presenting this data raw and uncut. Chew on it for a week, make your own determinations, and write down your questions. What do these answers mean for YOUR business, your family, and your future?

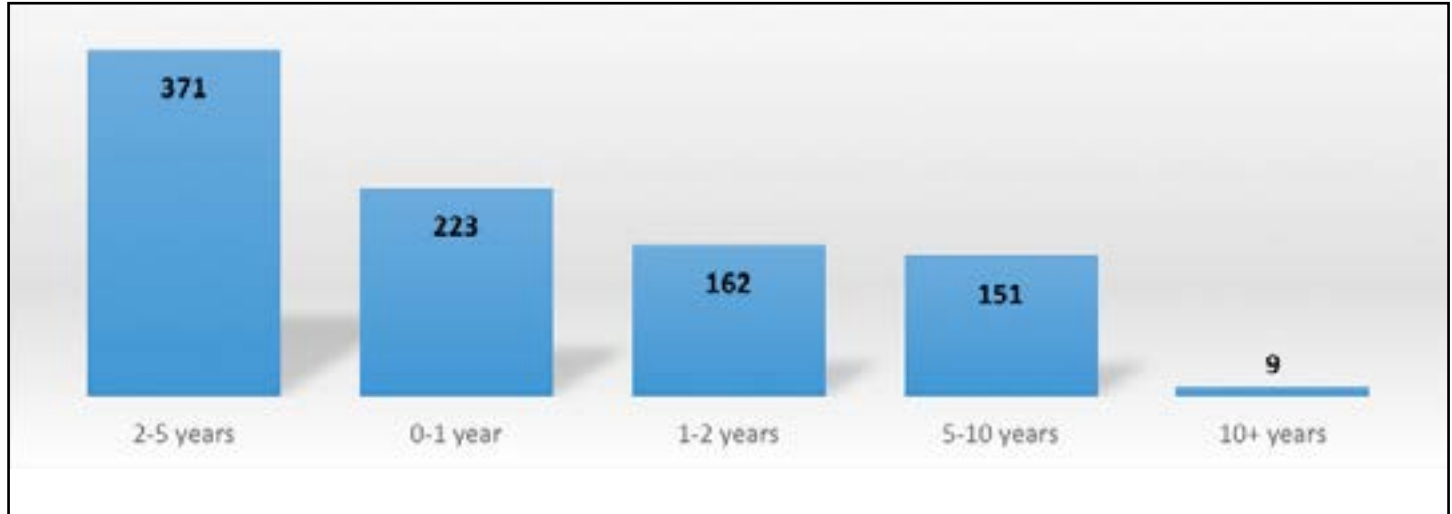
Next week, we'll send OUR analysis, based on empirical observation, data analysis and conversations with over 500 box owners. Watch for it in your email.

We appreciate your trust and willingness to help the community grow together.

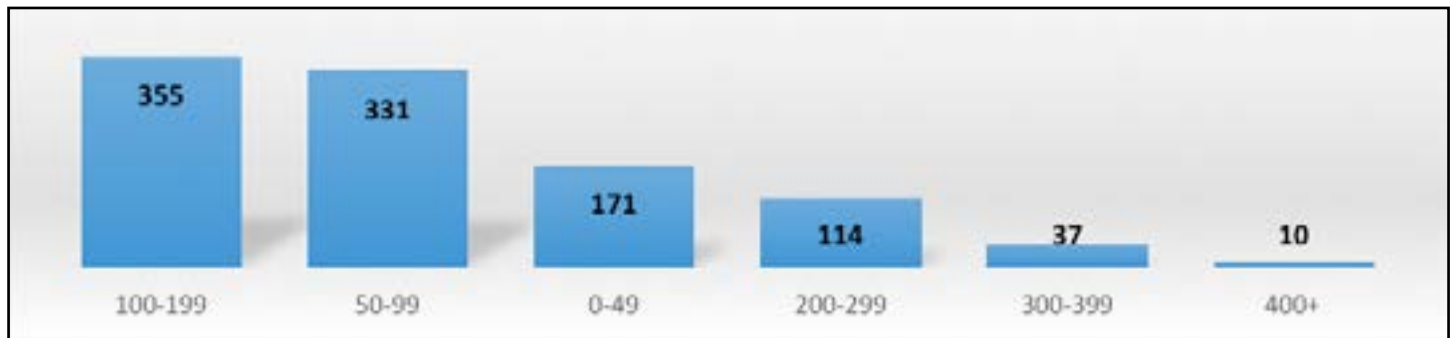
Keep helping first,  
Clay and Chris



## HOW LONG HAS YOUR GYM BEEN OPEN?



## HOW MANY MEMBERS DO YOU HAVE?



## WHY DID YOU OPEN YOUR BOX?

<b>761 SAID:</b>	I enjoy working with people and helping them reach their goals
<b>678 SAID:</b>	I really enjoy fitness
<b>465 SAID:</b>	I wanted to be my own boss
<b>408 SAID:</b>	I considered it a way to give something back to the community
<b>303 SAID:</b>	I thought I could make a healthy income

### OTHERS SAID:

- 29 years as a trainer I always wanted to be able to help every person that comes in the door.
- A salary

- A way for my patient base to build strength in movement
- A way to blend a personal passion with a business opportunity
- A way to continue to enjoy coaching CrossFit and have a family (3)
- All of the above (2)
- An opportunity rose that we capitalized on
- As a physio I see it as a great way to express the way that I think physiotherapy should be. Teaching people how to help themselves and not just putting out fires after it's too late.
- As soon as I found it, I knew this is what I was supposed to be doing.
- At the time, we were about the 16th affiliate so the hype of CrossFit wasn't as big as it is now - opened for the love of what I was doing
- Because it scared me
- Been in the fitness business all my life and was tired of getting clients who didn't want to get dirty and put in real work. People know they are working out when they join CrossFit. Not walking on treadmill as they vent about significant other.
- We opened as a partnership, so multiple reasons
- Church ministry
- CrossFit is the best fitness model out there!
- Didn't want it to close and we were the ones willing to take it on.
- Fell in love with CrossFit and wanted to earn money, doing what I love (13)
- Fell into, went from personal training to owning my own gym. Nothing better!
- Found an area that was box less, but has the economics to support a box.
- Friends of mine opened this box and had to move on (military posting) I loved it, had been training with them from day one and coaching with them for quite some time. I didn't want our wonderful box to close so it was only natural that I bought it from them
- Fun business model
- Got tired of paying someone else and travel, time
- I already owned a training business (4)
- I am an entrepreneur at heart and love the process of creating and growing a business
- I coached here for more than a year then I purchased it from the previous owner
- I enjoy coaching
- I got fired from my last job and wanted to stick it to the old owners... (2)
- I had a mobile personal training business & wanted a facility to train my clients
- I lost 110# doing CrossFit and I want to help teach CF the right way and show that anyone can do CF
- I needed a place to CrossFit
- I retired from the military and I wanted to start a business
- I saw an opportunity to build a better business around a pre-existing affiliate
- I think it is a good investment and helps people out
- I want to create a legacy for my family. To be more than a Dollar bill.
- I want to run a successful business - just so happens to be in CrossFit that I love!
- I wanted a schedule that would allow me to be with my kids as much as possible (2)
- I wanted to create an opportunity for 2 of the coaches
- I wanted to create the gym that I wanted to be a part of; to establish the community/culture
- I wanted to do something that made a difference in people's lives (2)
- I wanted to do things my own way, not the way I saw some affiliates operate
- I wanted to offer free programs to the community
- I wanted to share CrossFit with others
- I wanted to show adults how they could do the stuff they did as kid
- I wanted to train to compete
- I was a late partner to the equation. I was a member and then a coach for a couple years before becoming a member.

- I was a personal trainer for 6 years and it made sense to train groups instead of individuals
- I was actually kind of forced into it. We started at the high school then they kicked us out unannounced. The kids had nowhere to train so I found a place nearby to open up.
- I was doing CF on my own and my martial art students started doing it with me. It grew from there organically where I had to make it an official box less than one year after training
- I was in the industry and had several businesses leading up to the affiliate
- I was just out of college and didn't like the other options so I decided to give it a try
- I went into S&C and didn't like the idea of working at the collegiate level. I had always wanted to open my own gym and when I found CrossFit, not only was it the perfect fit, but it was a financially possible way to open a gym! No large machines! :)
- I'm very good at what I do, I have a large following and very business minded. I wanted to put it all together and the timing was right.
- It changed my life & made me a better husband, father, athlete
- It just kind of 'happened'
- It seemed like too good an offer to pass up re: taking over an existing space
- It was a life-long dream to have my own facility
- It was a Prayer and Ministry desire of my heart
- It's always been a thing I wanted to do
- I've always been a fitness coach and CrossFit was a great means to extend that passion.
- I've been training for years and use it to supplement my income as a Professional Firefighter.
- Love what it done for me
- Military affiliate
- My box moved to a location about 20 minutes away
- My garage was too small
- My wife and I also wanted to invest in something for our future. We loved training people and seeing their progression, but also felt doing something we loved a career would be awesome also.
- My wife was a personal trainer and we wanted to have a career that she would enjoy
- Natural Progression from Personal Trainer to Group Exercise classes
- No CrossFit in my town (6)
- Opportunity was offered to me
- Our box is just for our company
- Our community needs a positive place
- Our only current affiliate in town was awful (4)
- Philosophical difference with the gym where I was head coach
- The initial reason was because the previous owner was getting deployed. He was going to shut the doors so my husband and myself wanted to keep it open for all the members and ourselves. (It was the only box in the city at the time.)
- The only other CF in the area, at the time, was moving away from CF programming and we wanted to provide CF method in a quality, family-friendly environment
- The owner bailed after I helped him while he was deployed. Dumped gym on me and I worked 3 years for free 11 hours plus a day loving every freaking minute now make about \$5 hour still love it
- The person who owned the gym originally wanted to close the doors, and I had just found CF and couldn't imagine losing it, so I cashed out my retirement and bought the gym in 08
- This is my 3rd box... my CF career spanning 14 years
- To support a friend to fulfil their ambition of owning a gym, and to help to create a great environment for friends and clients, in a sport I love
- Training quality in my city is very low as there are a lot of unaffiliated gyms (3)
- Wanted a better place to WOD for myself, and figured this was the best way to accomplish it.
- Wanted to have a family business where we could be together and teach our kids about healthy living

- Wanted to help provide a job for a family relative and have a gym as an option when I retire, plus a great place to workout
- Wasn't happy with previous job
- Way to share faith with fitness
- We did CrossFit, and there was curiosity about it in our town. Friends asked to work out and grew from there
- We had passion for CF and an excellent team of coaches. We wanted to run our box in a way that helped enhance perspective of CF, specifically for those who did not have a strong understanding of its principles
- We transitioned from a garage gym to a brick and mortar building because we outgrew our garage.
- We wanted a place for our pre-teen to work out so we opened a kids facility
- We're coaching at another box, and wanted to open up our own box.
- While I do both enjoy giving something back to the public in general and enjoy working with people, we opened because we felt we could offer a more beneficial/well rounded experience than the local options that were available.

## IN THE BEGINNING, DID YOU FEEL ADEQUATELY PREPARED TO OPEN YOUR OWN BOX?



### OTHERS SAID:

- A little bit of everything (5)
- Although I was a dedicated member at a box for 2 years prior to opening my own box, you only understand how the machine works when you a box owner. The programming, the coaching, the people, and building community - it's harder than what one thinks!
- As an additional partner coming in, I think that I and the other owners needed more training on business/marketing
- Balancing life/work
- Being a coach (3)
- City/County inspections, permits, certificates of occupancy, building code, etc.
- Communicating with massive amount of people from many different demographics, and on saying "No."
- Felt like I personally needed more knowledge on training the non-athlete
- Having the right and good systems in place. Financial Planning (2)
- Finding/Hiring awesome employees
- Had looked into 321Go and in retrospect should have utilized their service

- How to deal with dead beat partner
- How to grow
- How to obtain new members (advertise) and keep members
- I was a massage therapist not a trainer but willing to learn and keep learning
- I was prepared to open and grow to 150 members, to take it to the next level is a different beast though and am still learning
- In 2008 CF was so new, none of this (i.e. 321 Go) existed. You had to figure out how to market and run a very underground style movement
- In some ways I was very prepared and other ways wasn't. (2)
- It was 2008, before anyone really knew about CF. Built from Scratch.
- Managing business finances (taxes, payroll, budgeting, etc.)
- Managing coaches/people (3)
- More training on CF; Needed more info on CF specific marketing; Specifically opening a CF gym (3)
- Olympic lifts (2)
- Organization/time management (4)
- Other affiliates in area copying everything we did...
- Setting up retail and paying sales taxes, regulations, real estate contracts, and employment law (6)
- Therapy
- Training fitness and programming, however my business partner controls that area. I developed and executed our business plan, and merge our perfect fitness model to a strong business model.
- Unless you have owned a business in the past, it's difficult to prepare for the unforeseen. We hired 321GoProject and Affiliate Solutions for guidance in opening our box. Every box owner should budget for some type of industry mentorship.
- What to expect, what was realistic
- Younger generation communications

## WHAT DO YOU FEEL YOUR BOX DOES REALLY WELL?

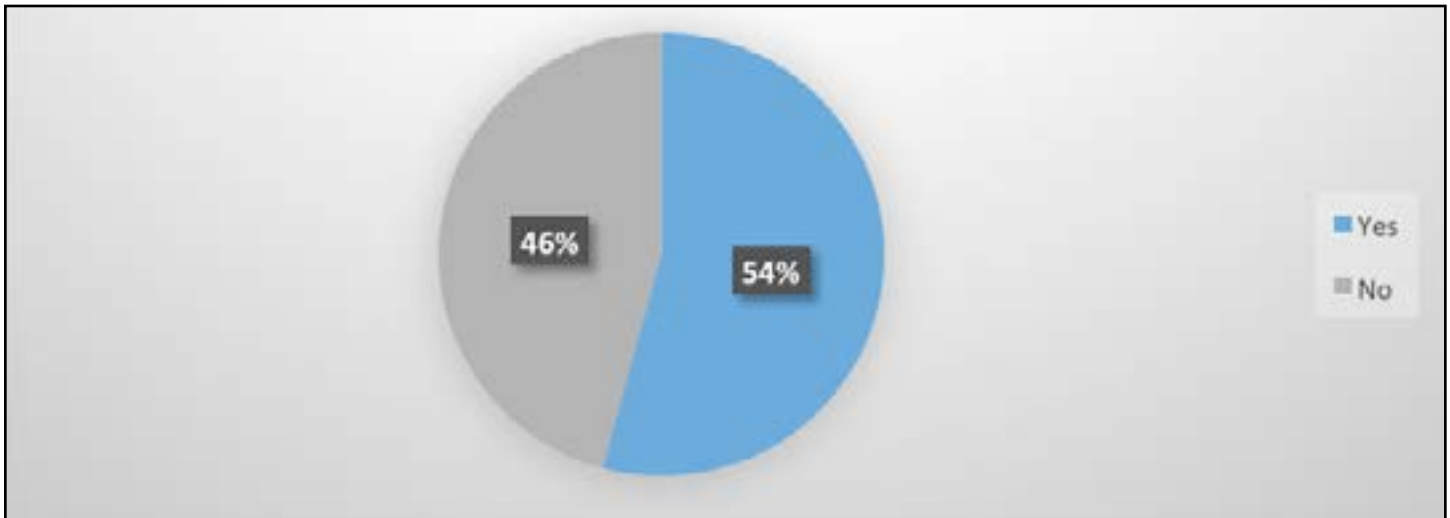


### OTHER SAID:

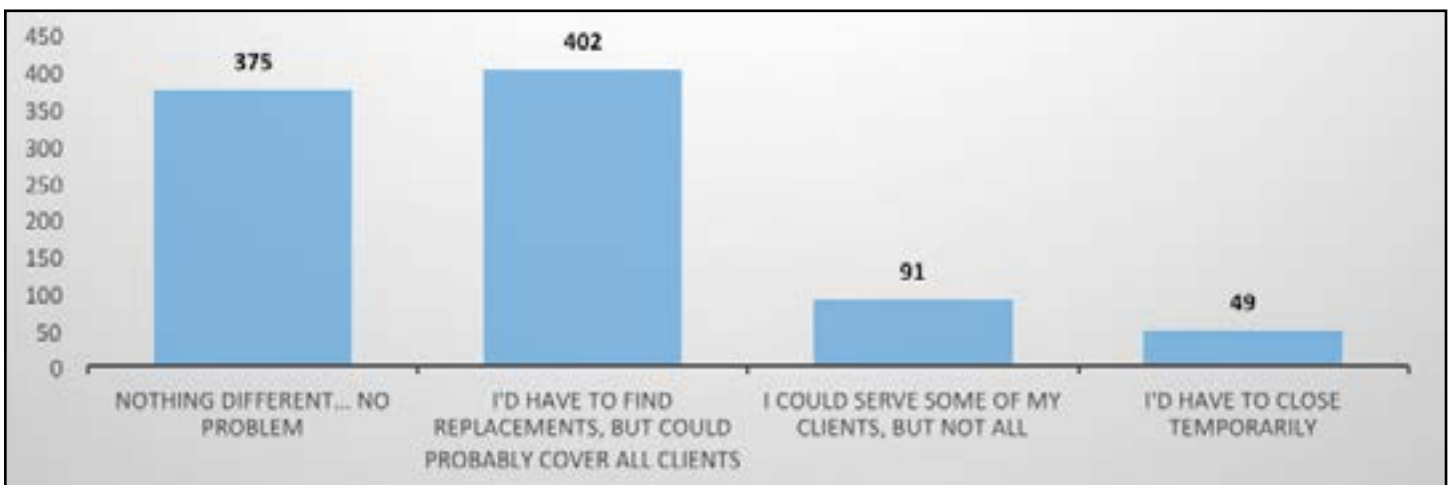
- Quality of coaching (23)
- Building a solid, caring community; personal attention; people first, money second; creating an all-inclusive environment for all athletic levels (18)
- Programming (13)
- Delivering a quality safe and fun result (8)
- Cleanliness (3)
- Events (2)

- Intro sessions, every class is a review of fundamentals (2)
- A marketing manager/member services coordinator
- Attracting new clients
- Everything but the business side (retention, Marketing)
- Reaching the average person out there and making CrossFit accessible to them
- Rehabilitation after injury
- This process has been about teaching a small community that has never been exposed to something like this. Some immediately jumped in, but many are very hesitant and the cost is another factor
- We've eliminated the "I'm making it to regionals" people who don't crack the top 100 in our region
- Working with older clients (ages 50+)

## DO YOU HAVE A SET OF WRITTEN ROLES AND RESPONSIBILITIES IN YOUR GYM?



## IF YOU COULDN'T WORK FOR THE NEXT TWO WEEKS, WHAT WOULD HAPPEN AT YOUR BOX?





# WHAT DO YOU MOST NEED TO CREATE OR ENHANCE YOUR SUCCESS?

<b>591 SAID:</b>	More members
<b>403 SAID:</b>	More time to work on new programs, marketing, outreach, etc
<b>350 SAID:</b>	More revenue per member
<b>15 SAID:</b>	Win the Games

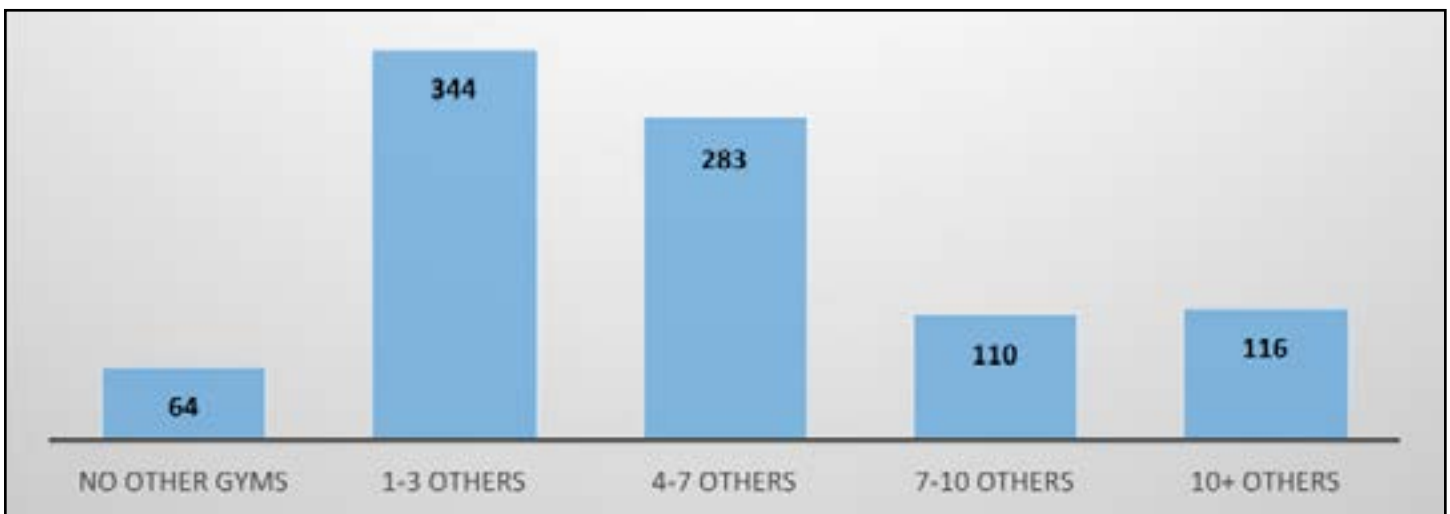
## OTHERS SAID:

- More qualified staff and coaches (27)
- New Location; New Larger Space (10)
- Retention (5)
- More education and experience on new programs marketing and outreach (3)
- A solid team management system in place... we're struggling to manage staff responsibilities; Become more hands off and get office manager to take on a bigger role; Creating more community within our staff and leaning to delegate (3)
- A succession plan
- Business partners to be 100% committed
- Changed our rate structure for 2015 to have more revenue per member. Larger space in build out so planning to increase members.
- Cheaper credit card processing fees
- Continuing Base support
- Empower Coaches and Market to share our story
- I believe we provide an exceptional experience and will retain members, our goal is to market outside of our "Bubble" demographic.
- If question is for me and supporting my family -> more members and revenue per client, if for personal gratification, more time to work with members...never enough time!
- Keeping old members excited and getting new members out to all of our community events
- Less of my members opening crappy boxes
- More access to capital resources
- More exposure, better marketing, more experience with ownership
- More gross income (members or RPM) as bills are paid but not me consistently taking a check. More free time to fix/sort all systems in place
- More individual time with members
- More knowledge of business/marketing aspects
- More members and increase the size of the box per square meter.
- More revenue for staffing
- Business & marketing consultant
- Operations that run like a machine so I can overlay them onto a second facility
- Run successful splinter programs
- Ways to get current members to pay on time
- We are a non-profit, Sheriff's office gym. I just need to motivate more people to take advantage of the service.
- We are constantly having athletes poached by boxes who went to regionals but need one more

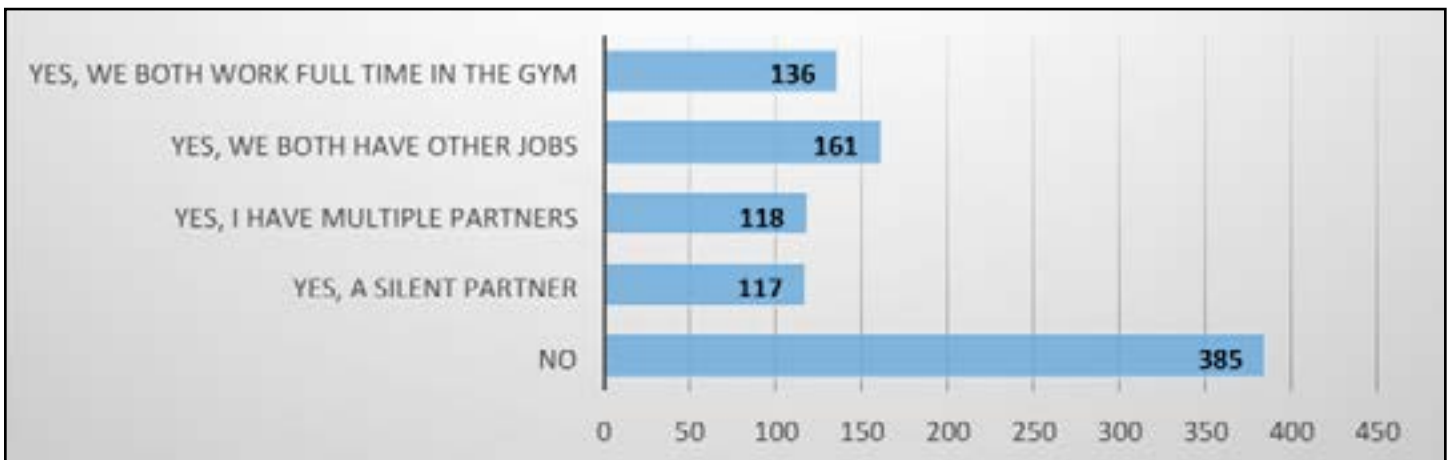
good athlete. We'll create an athlete from nothing but they loyalty doesn't exist anymore because of the dream of sponsors.

- We are located in a city with a horrible economy, people just won't spend regular CrossFit prices
- We have capacity to grow a lot faster and to more members but I have always opted for slower/organic growth as opposed to trying to fill my classes
- We made a mistake in not charging enough. Bought an existing gym, didn't value our services enough, and kept members at their low price from the gym before because we were afraid of alienating members. Now we are in a position of needing more revenue.
- We've begun implementing specialty courses but have no data to offer yet.

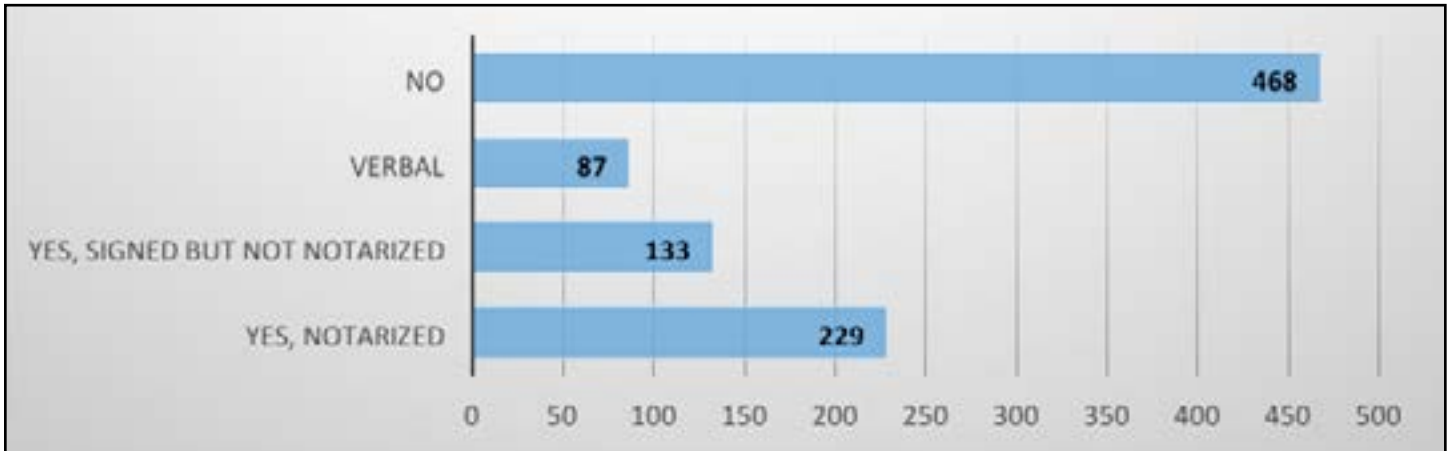
## HOW MANY GYMS ARE WITHIN A 5- 10 MILE RADIUS OF YOUR OWN?



## DO YOU HAVE A BUSINESS PARTNER?



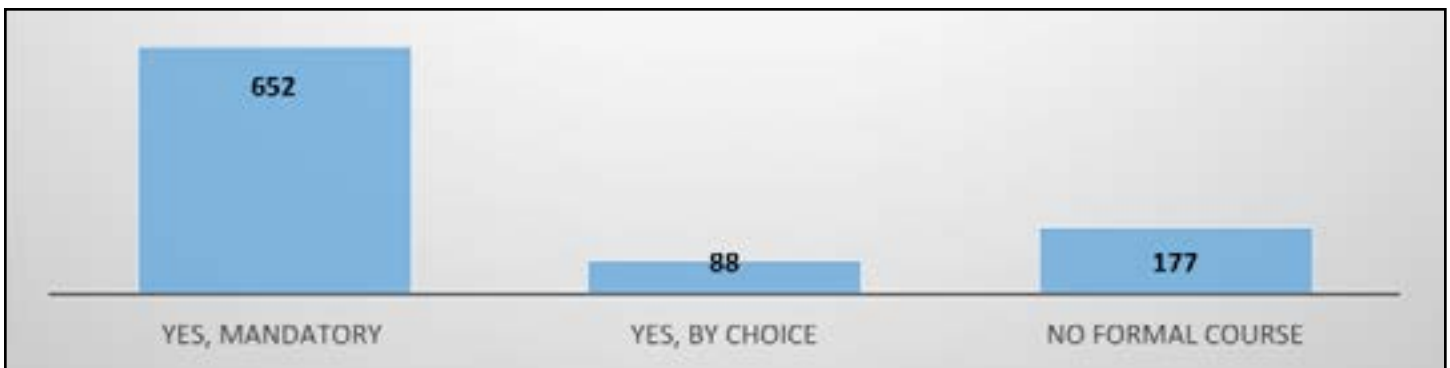
## IF 'YES' TO ANY OF THE ABOVE, DO YOU HAVE A WRITTEN SHAREHOLDERS' AGREEMENT?



## WHAT IS YOUR INTAKE PROCESS?



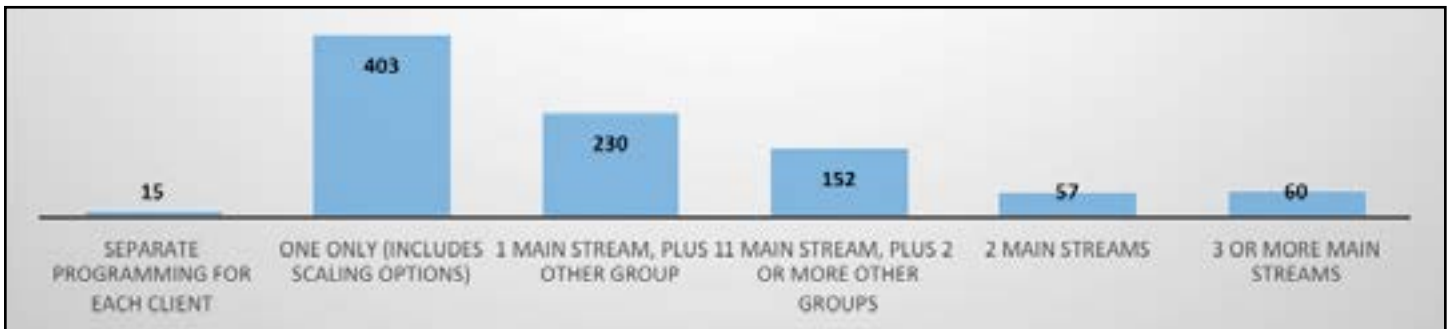
## DO YOU HAVE AN ONRAMP OR FUNDAMENTALS COURSE?



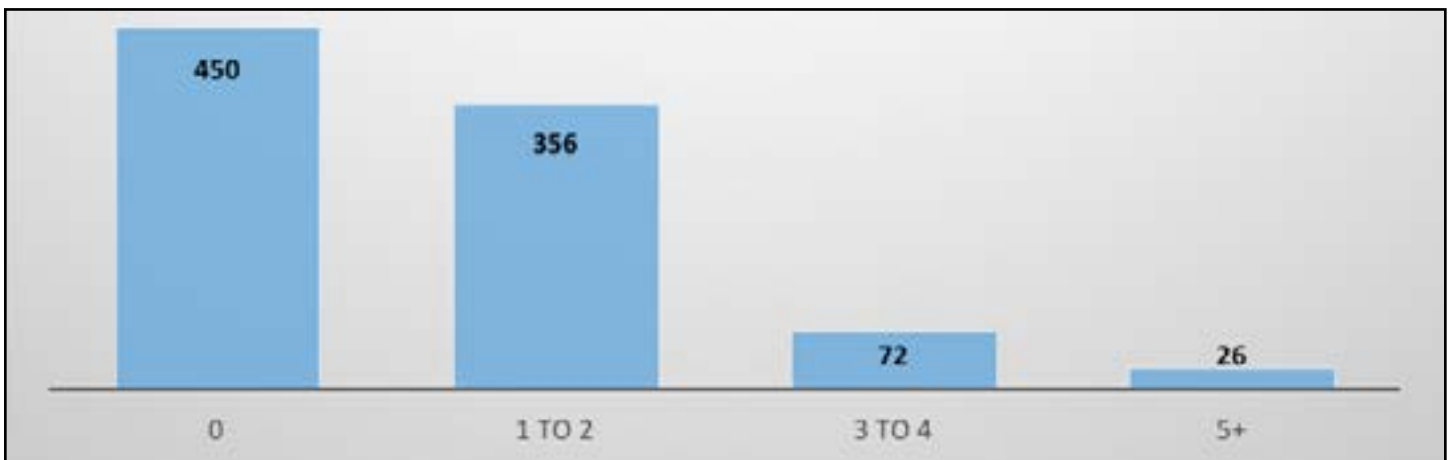
## HOW MUCH DOES YOUR ONRAMP/FOUNDATIONS/ FUNDAMENTALS COURSE COST?



## HOW MANY STREAMS OF PROGRAMMING DO YOU HAVE IN PLACE ON A DAILY BASIS?



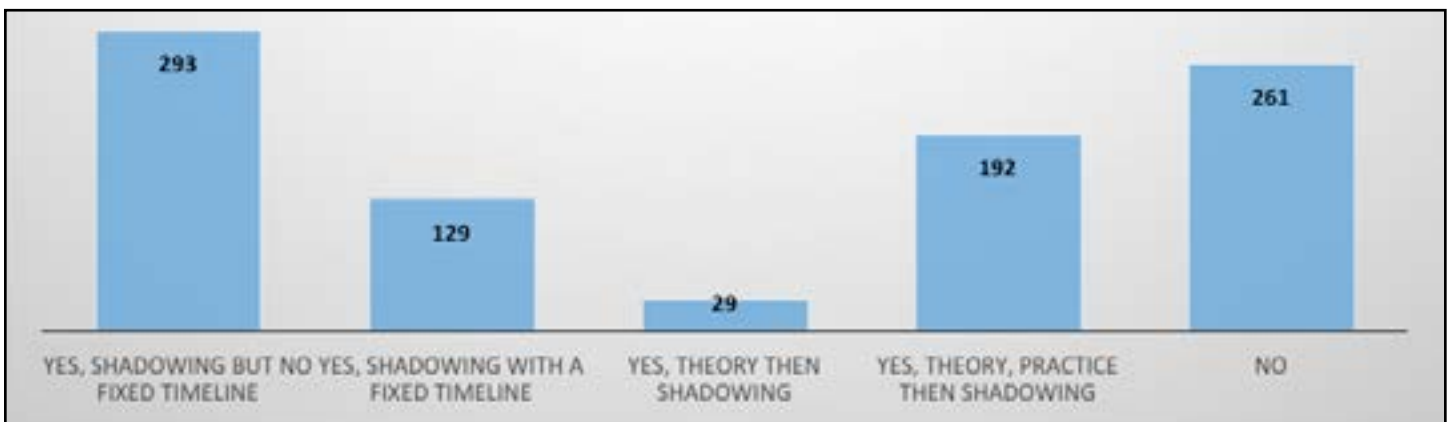
## HOW MANY FULL TIME STAFF (THEY HAVE NO OTHER JOB) WORK AT YOUR GYM BESIDES YOURSELF?



## WHERE DO YOU FIND THE MAJORITY OF YOUR COACHES?



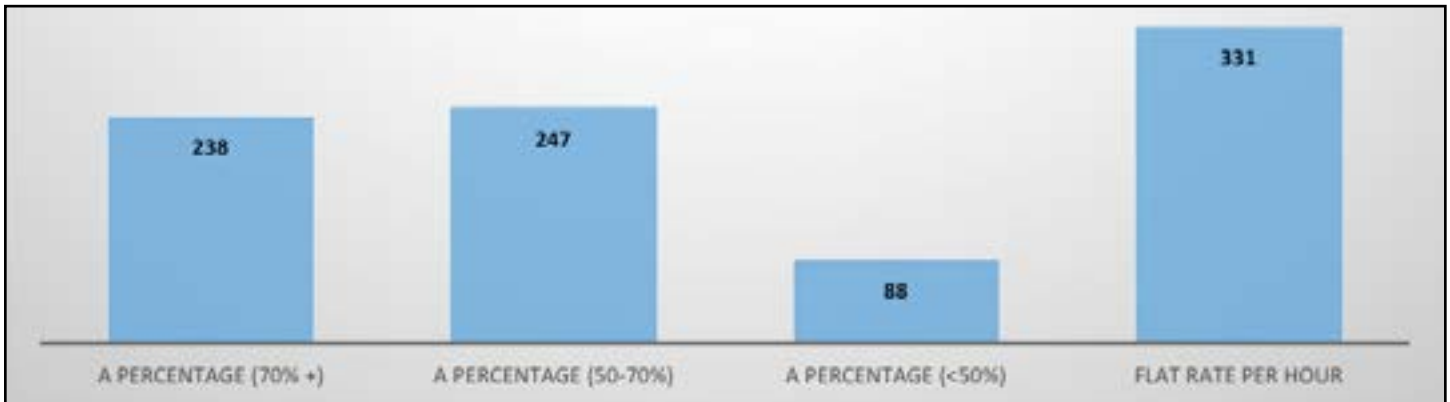
## DO YOU HAVE A FORMAL INTERNSHIP PROGRAM?



## DO YOU HAVE A CONTINUING EDUCATION PLAN FOR YOUR COACHES?



# HOW DO YOU PAY YOUR COACHES FOR PERSONAL TRAINING?



# WHAT DO YOUR MEMBERS MOST VALUE?

<b>788 SAID:</b>	Community in the gym
<b>746 SAID:</b>	Coaches and their expertise
<b>507 SAID:</b>	Programming
<b>282 SAID:</b>	Convenience
<b>153 SAID:</b>	Equipment
<b>112 SAID:</b>	Low membership fees
<b>40 SAID:</b>	Reaching out to and serving the community

## OTHERS SAID:

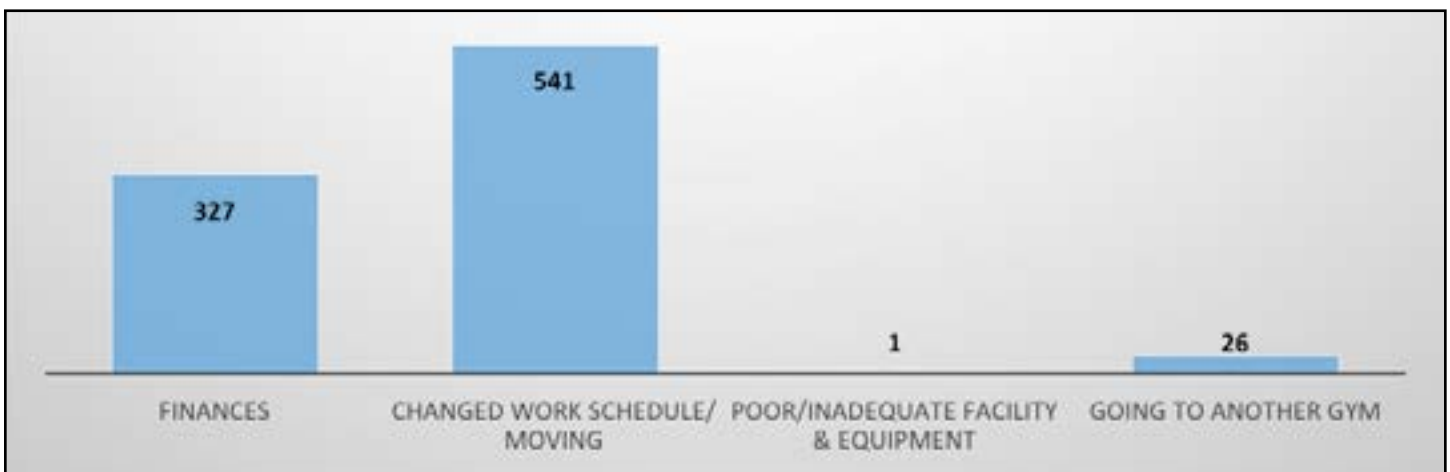
- Cleanliness (6)
- Small groups and personal attention (4)
- Location (2)
- AC in box
- Changing. Becoming better humans.
- Facility, equipment, space, etc.
- I actually do not know anymore. With the explosion of gyms it seems that location and price are the only thing that matter.
- I don't know anymore
- I feel it varies by client and has me thinking why now
- I would be guessing here. We are doing a survey at the end of the month however. I will be including this question.
- Lots of class time options
- Lots of events

- Not sure
- Our commitment to the client
- Results
- The type of people we get, beginners to intermediate. There's no pressure or fear as they've experienced in other gyms.
- We have the largest gym in our area and have a lot of space for parents to bring their kids to run around and play without interfering

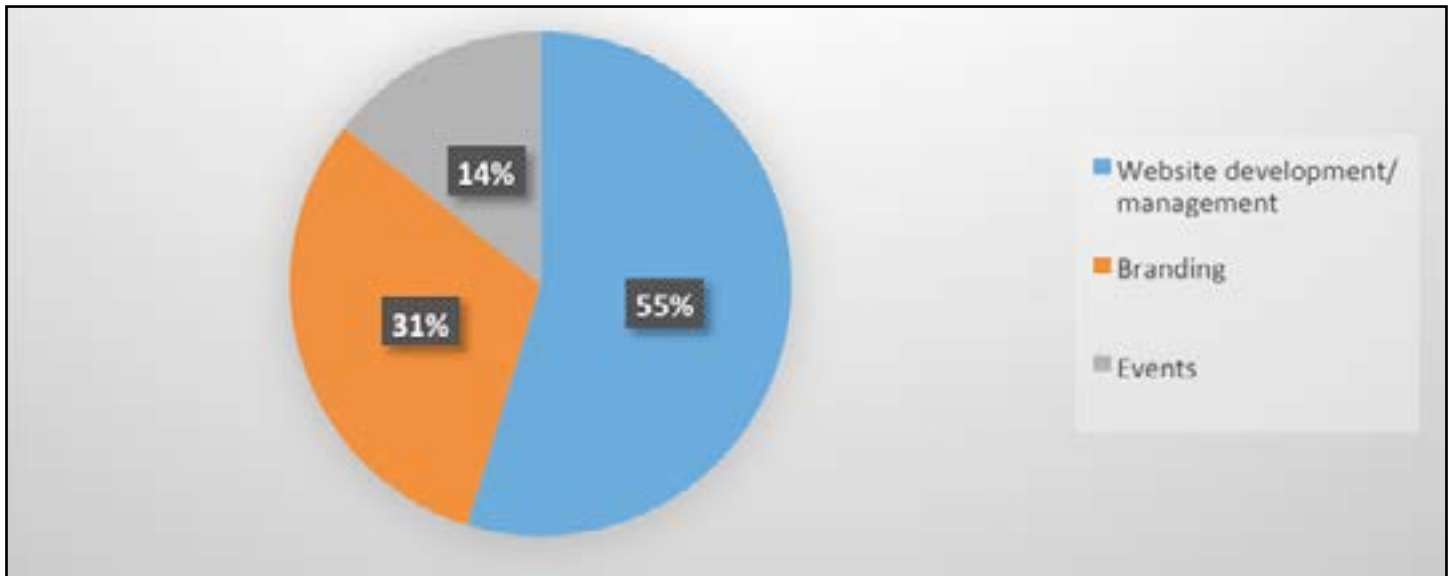
## HAS YOUR MEMBERSHIP IMPROVED, STAYED THE SAME, OR DECLINED OVER THE LAST 12 MONTHS?



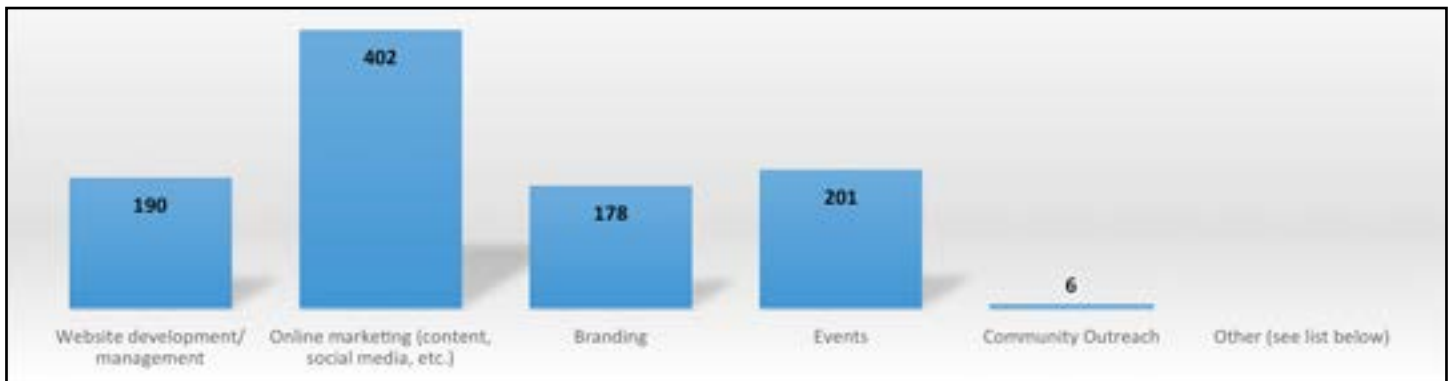
## WHAT'S THE MAIN REASON YOUR CLIENTS GIVE WHEN QUITTING?



# WHERE HAVE YOU SPENT MOST OF YOUR MARKETING DOLLARS?



# WHERE DO YOU FEEL YOU NEED TO INVEST MORE MARKETING DOLLARS IN THE FUTURE?



## OTHERS SAID:

- Capturing info of potential members
- Gym repairs and improvements
- Honestly, I don't know where it needs to be, but I believe there is something I am missing
- Direct mail (2)
- I believe I need to give away more intro sessions or 2 week complementary training. It's been working for me.
- I do not spend money on marketing. Our website is catered almost entirely for current athletes at the gym
- I don't know I am not very good at marketing
- I don't spend much on marketing as the yield for the right member is always limited
- I really don't know



- Improving the facility and quality of the environment to improve word-of-mouth marketing
- In the process of making a lot of changes but they haven't been implemented yet
- My actual facility. Investing into my facility at a high rate is a form of marketing in itself
- Need to also invest in more space to increase member and class capacity more importantly so we don't have to turn anyone away
- Not really doing any marketing... We're pretty full and not sure we want to work MORE
- Not sure.
- On my members and building out the box.
- Our events have not brought in new clients. We don't have a marketing budget.
- Outdoor advertising - we are in a secluded spot, tough to find.
- Radio
- Some type of advertising that targets real prospective clients, not the masses
- Staff development
- To start, with a marketing firm/consultant to guide me in the right direction so I don't waste what little money and time I have. This is a weakness of mine.
- We actually are content with our growth; Word of mouth the best
- We are partnering with corporations, webinars etc.
- We have done almost no marketing
- We have never invested in marketing outside of our website

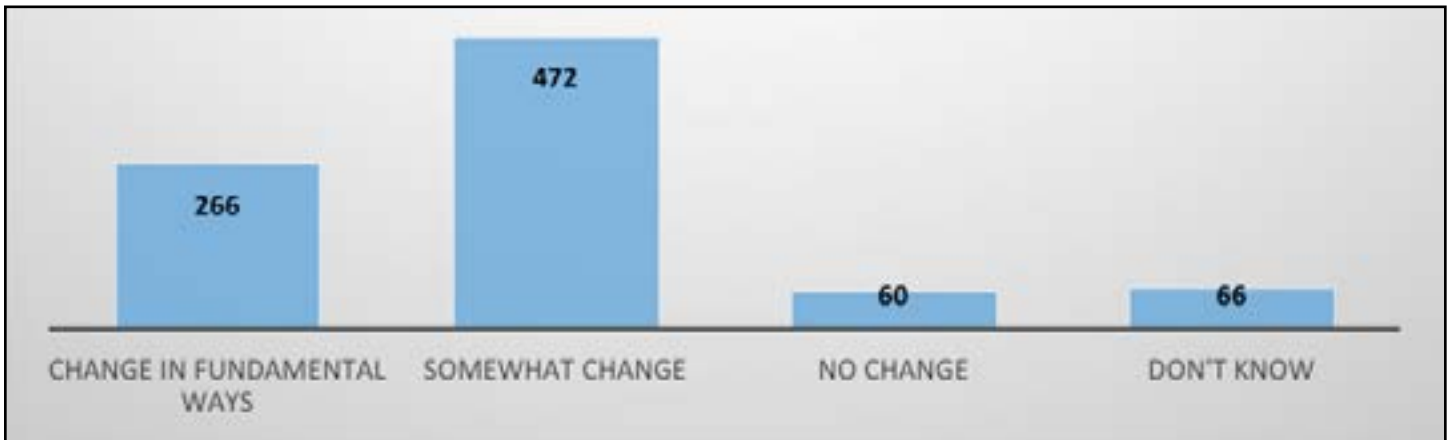
## WHO ARE YOUR PRIMARY SALES PEOPLE?



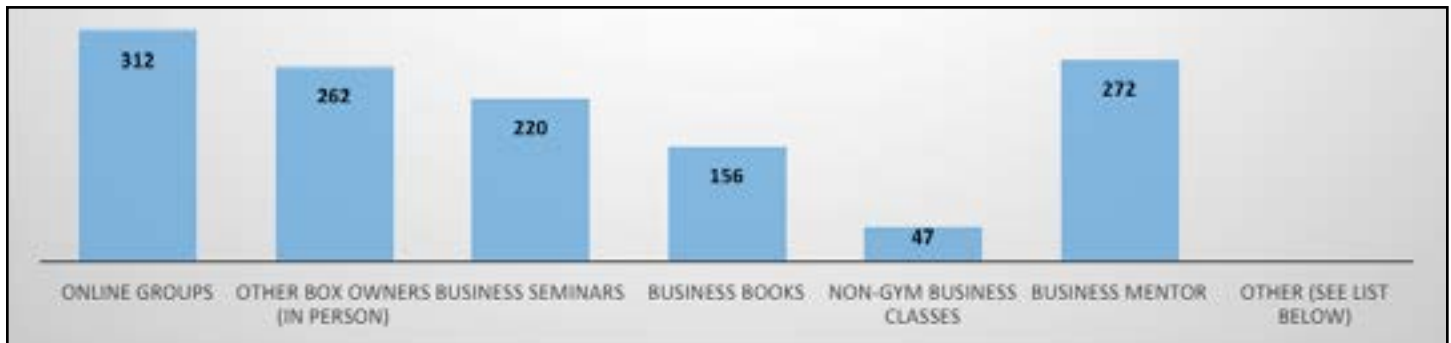
## HOW CONFIDENT ARE YOU ABOUT YOUR COMPANY'S PROSPECTS FOR REVENUE GROWTH OVER THE NEXT 12 MONTHS?



## TO WHAT EXTENT DO YOU ANTICIPATE YOUR BOX'S BUSINESS STRATEGY WILL CHANGE OVER THE NEXT 12 MONTHS?



# IN THE NEXT 12 MONTHS, WHERE WILL YOU SEEK INFORMATION TO HELP YOUR AFFILIATE?



## OTHERS SAID:

- Don't know; looking for best ways (4)
- 321Go (4)
- Asking our members what they are wanting (2)
- Mastermind groups (2)
- NPE (2)
- Everywhere. I visit my competition (non CrossFit gyms) semi-monthly to see what they say about CrossFit just to know what I'm up against. I'll do anything
- I don't want a seminar, I want individual attention specific to my box and community I serve
- Following market trends and creating new ways to market and reach new clients
- Franchise Company
- Implemented business software
- It's execution we lack, not ideas
- We are attending the again faster business seminars at the end of the month and some business workshops and website marketing workshops
- Local business group
- Local business resources (city and state)
- MobilityWOD, GymnasticsWOD, Pose Method stuff, Coach Glassman lectures, and CrossFit Journal archives
- Non-CrossFit business owners
- Continuing to research the development of CrossFit
- Internal business meetings, community feedback, community "feel"
- Pod Casts
- Researching and analyzing data on new clients
- Want to buy my box?

# WHICH OF THE FOLLOWING FACTORS INFLUENCE YOUR ANTICIPATED NEED TO CHANGE?

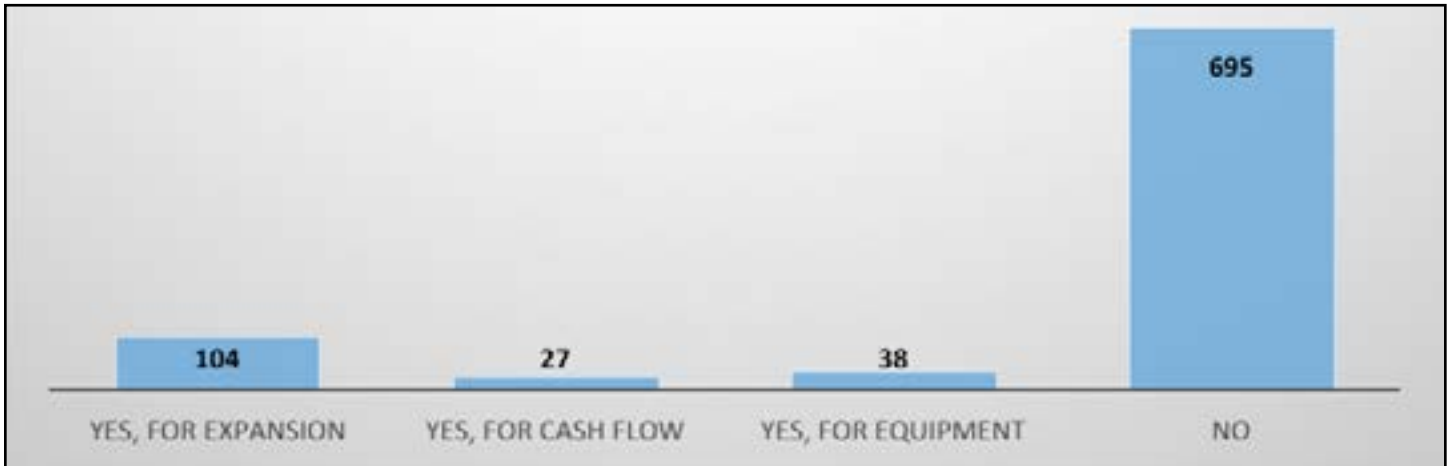


## OTHERS SAID:

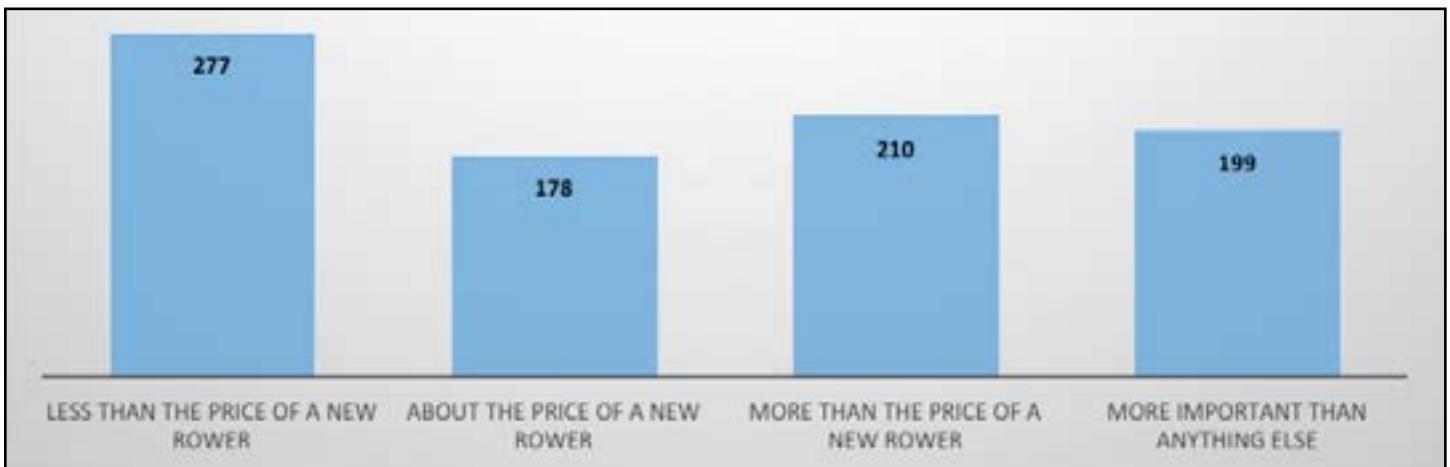
- 1) Bad movement. 2) Lack of community feel. Not sure what categories those would fit in
- Adapt and evolve as CF does
- Always need to do better than those around us; no changing for the sake of change, just to be better
- Our vision for our box
- Baby on the way. Wife is the only other coach, and she can't coach for a while once she gives birth.
- Being able to pay coaches as full time employees to keep them
- Desire for a simpler, more "Old-school" CF experience IE pre-games
- Desire to be marketplace innovator, not follower
- Grow to afford to expand our space to provide open gym space
- Growth of the business, need to stay ahead of the trends and other affiliates
- I don't know
- I feel like constant improvement is always needed
- I see a major shake-up in the community coming, we're expanding to a space large enough to accommodate a full on training center with a Globo gym inside
- I want to grow and provide more equipment and bigger better facility for my community. I want to serve more people.
- Market is changing too
- Revenue targets, resource leveraging
- Much slower growth the last 12 months, solid churn of members and me needing to take a consistent paycheck and wanting to pay trainers more
- Need to grow, Members want more, ready for my business to work for me
- None of the above
- Not sure if it's sustainable and will meet our lifestyle goals
- My personal philosophy has changed: I favor individualized training over group classes
- Separate ourselves from bad affiliates
- Simply ready to take our gym to the next level. I believe the team we have in place is ready
- Staying ahead of our competitors
- To survive in an industry that is becoming more competitive, we must constantly evolve and become better or we will not survive
- Trying to get the business to run more efficiently
- We are in the business of making active and healthy lifestyles for our community and members, not money.

- We don't need to change, just continue to stay good at what we do now
- We want to continue to offer a better service to our members by seeing what others are doing and
- Being different plus a step above

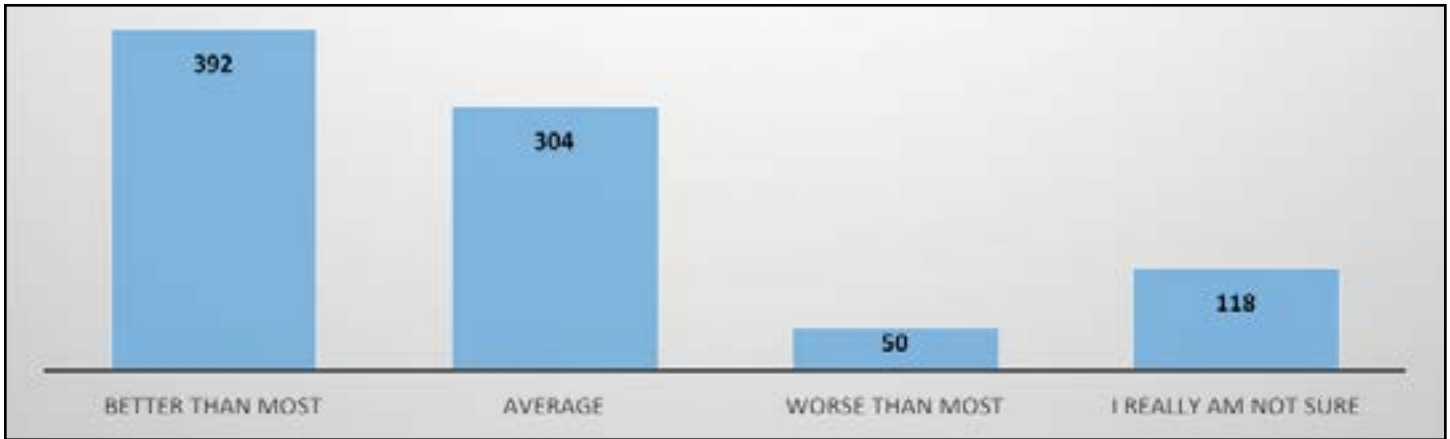
## DO YOU PLAN TO BORROW MONEY IN THE NEXT 12 MONTHS?



## TO YOU, WHAT'S THE VALUE OF A BUSINESS COACH?



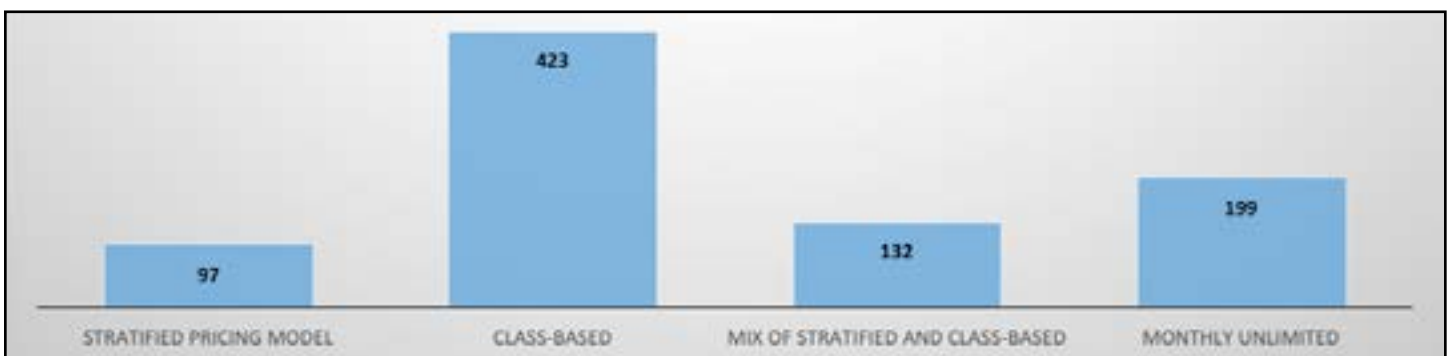
## HOW DO YOU RATE YOUR GYM'S BUSINESS HEALTH IN RELATION TO OTHERS?



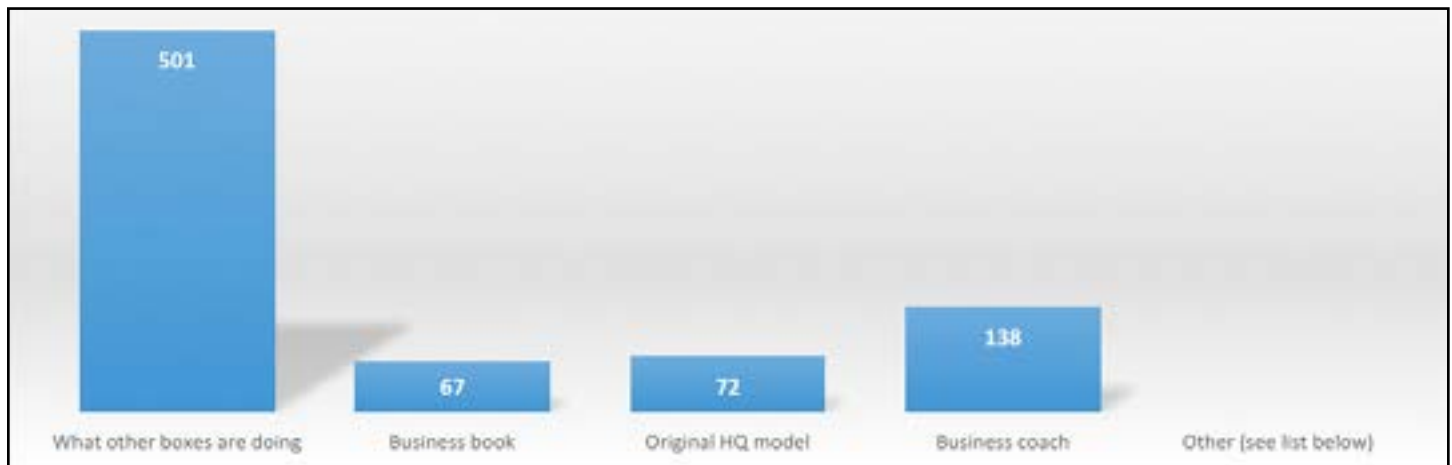
## IF YOUR GYM STAYS THE SAME, WHAT ARE YOUR PLANS IN THE NEXT 3 YEARS?



## DO YOU USE A STRATIFIED PRICING MODEL (PAY ONLY FOR WHAT YOU WANT), OR SELL CLASS-BASED MEMBERSHIPS?



# WHERE DID YOUR PRICING MODEL COME FROM?



## OTHERS SAID:

- “Omega” strategy: not quite “Rolex”, but close to the same quality for less
- Based on business projections
- Business plan
- Business seminar and experiences outside the box
- Combination of CrossFit Central
- Competitors pricing and learned business models
- Defined need vs. break even and went with it
- Experience over time
- Franchise
- Have gradually increased from a start-up competitive pricing start and raised prices 3 times over 2 years
- I did base it off what apparently successful boxes were doing but adjusted it to reflect trends/competition in our particular area along with changing it as we evolved to better serve the business and members
- In my day job I bid contracts for the government so I use our standard pricing model
- Needs of members
- NPE
- Community desire
- Personal experience
- Previous business experience and various study on being overwhelmed by choice plus maintaining competitive box pricing for high value (both real and perceived)
- Raise based on Demand
- What I see and what I think will be best
- My own research and needs
- What the market would bear
- What we feel is reasonable
- What we feel our demographics can afford without out pricing the majority
- What we perceive to be value for money

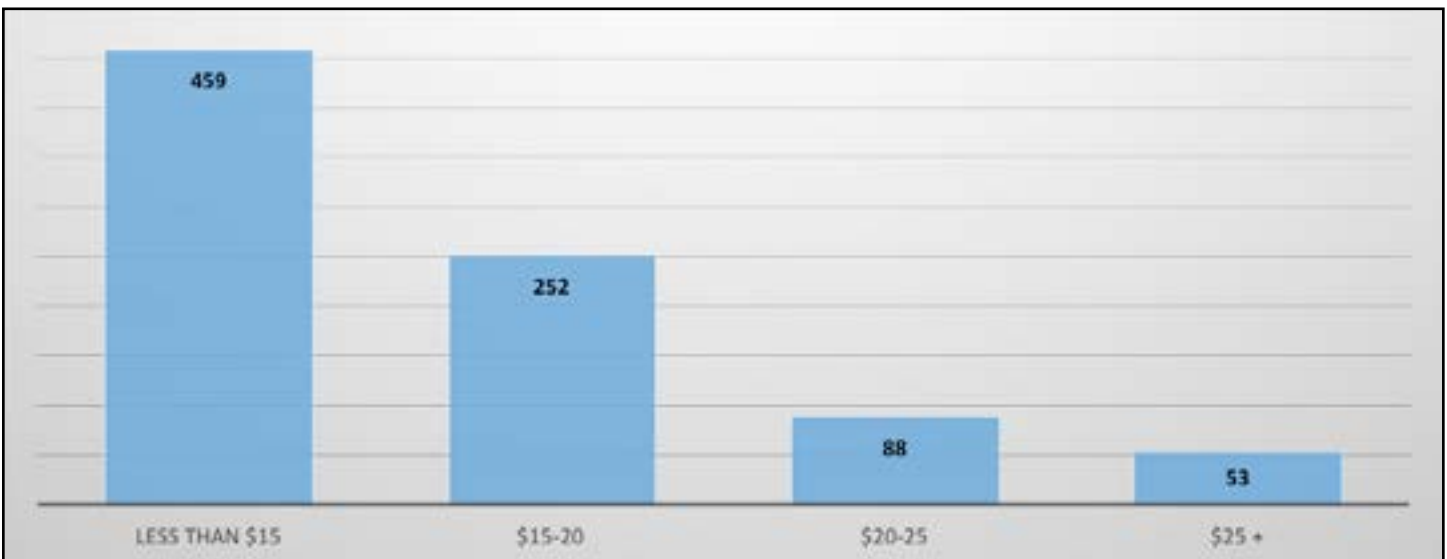
# DO YOU CHARGE EXTRA FOR SPECIAL PROGRAMS? IF SO, WHICH SERVICES DO YOU CHARGE EXTRA FOR - YOGA, WEIGHTLIFTING, PERSONAL TRAINING, NUTRITION, OPEN GYM, OTHER?

<b>229 SAID:</b>	no extra charge for other services
<b>617 SAID:</b>	yes, extra charge for other services

## EXTRA SERVICES INCLUDED:

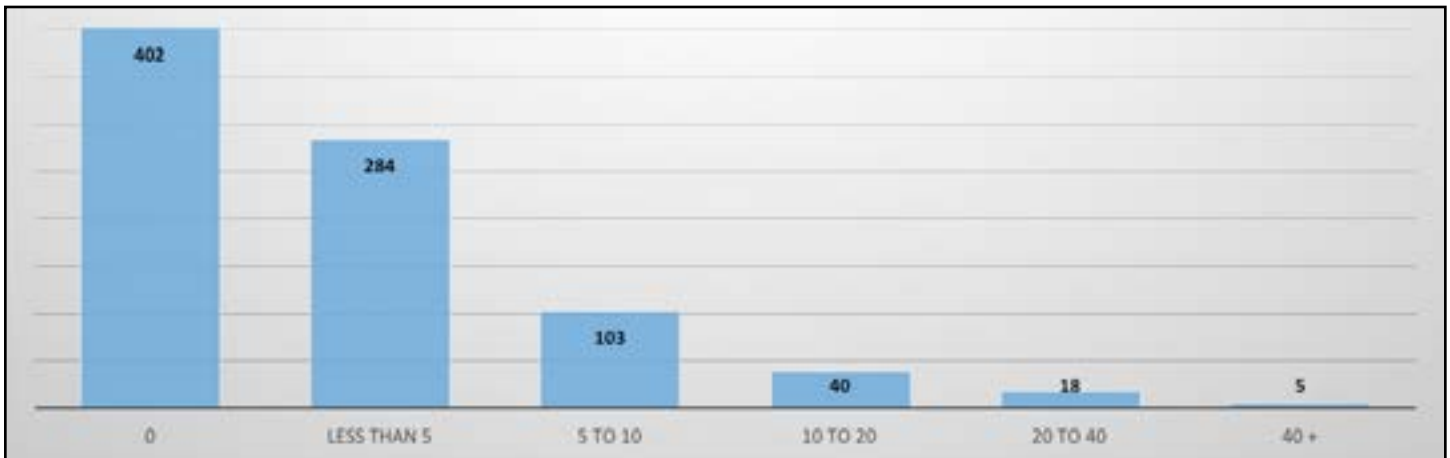
Yoga, Nutrition, PT, Barbell Club, Open Gym, On Ramp, Competitors class, CF Kids, Women's Only, Bicycle Fitting/Repair, Gait Analysis, Running/Endurance, Weightlifting, Small Group Skill Sessions, Massage, Chiropractic, Body fat testing, Fascial stretching, Gymnastics, Krav Maga, Cardio Kickboxing, Martial arts, Mini martial arts, Muay thai, Core, Olympic Lifting, Taiqichuan, Qigong, Rowing classes, Kids birthday parties, Strength program, Personal Coaching, Strongman, Kettlebells, Abs class, Squat program, Mobility class, Clinics with VIP coaching, Seminars, Transformation programs, Remote Programming, Pilates, Injury rehab programming, Kickboxing, CrossFit Lite, Bootcamp, Meal plans, Ski training, Specialized (sports or goal-specific) groups, Team lifting, Track Night, babysitting, Athletic Performance Training, Spartan race training

# IF PAID PER CLASS, WHAT'S YOUR AVERAGE RATE PER CLASS?





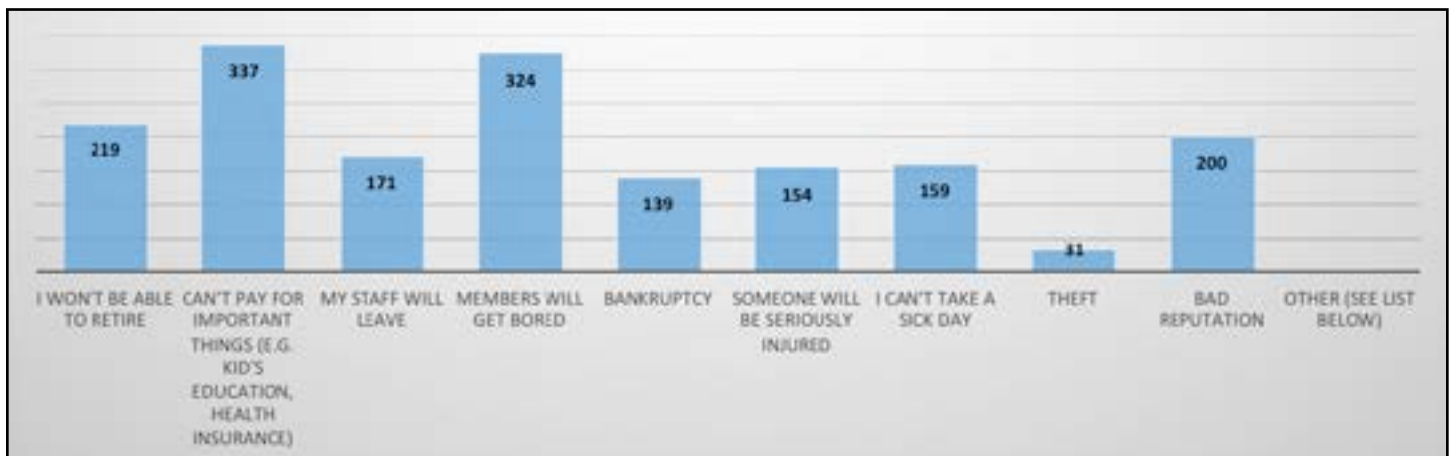
# HOW MANY SESSIONS OF PERSONAL TRAINING DO YOU SELL EACH WEEK?



# IN YOUR ESTIMATION, PLEASE DESCRIBE THE AMOUNT OF TIME YOU SPEND ON EACH OF THESE ACTIVITIES:

	NOT ENOUGH	JUST ABOUT RIGHT	TOO MUCH
Coaching	96	496	253
New coach development	595	241	9
Branding	537	288	20
Marketing/Events	590	229	26
Developing my strategic business growth plan	652	176	17
Continuing education	457	366	22
Community involvement	447	371	27
Personal life	548	284	13

# WHAT ARE YOUR GREATEST FEARS IN REGARD TO YOUR BOX?



## OTHERS SAID:

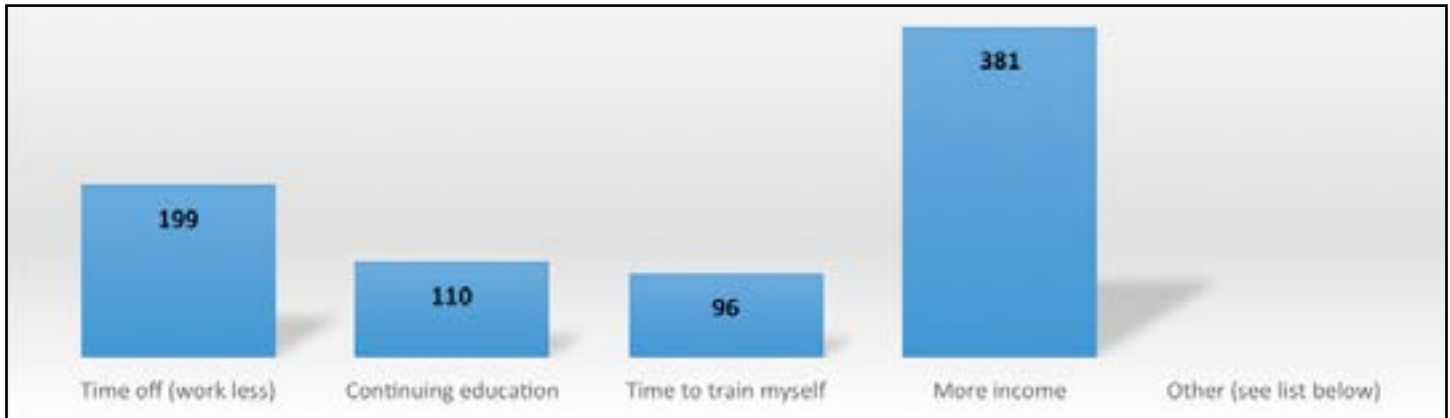
- Not turn enough profit for me and my 3 business partners to keep it going
- A decline in membership because of Groupon
- Afraid I won't grow
- All of these things are possible realities, but I would rather concentrate on bettering my business so that these things do not occur, rather than developing fear of them
- All the above
- Athlete burnout
- Athlete will get injured not due to pro coaching just that it may happen
- Basement priced Boxes moving into the area,
- Being new - not getting it off the ground
- Being patient with member growth
- Break-aways - we've already experienced 2 and there's a little instability in the membership right now
- Burn out, Growth in a small town, longevity (decline of CrossFit interest)
- Business partnership failing
- Can't afford maternity leave; get kicked out/fined/sued for noise issues
- Can't compete with very large gyms with hundreds of members and perks; however they also cost a lot more
- Can't drive new membership into box
- Can't get to self-sufficiency
- Can't increase member base
- Can't replace myself
- Can't take sick day and bad reputation
- Chaos!
- Cheaper competition will make it unprofitable and unsustainable
- Classes are more fun when they are larger than 1-3. Right now that's our average class size and it's boring... for members and coaches.
- Close because the return is not worth the investment
- Closing down
- Closing down and not being able to help people anymore.
- Complacency

- CrossFit popularity decreases
- CrossFit will fall on its face
- CrossFit will lose momentum over time and my business won't adapt in time.
- Developing sustainable alternate revenue streams. Being able to take advantage of growth opportunities
- Disinterest of CrossFit in the public eye
- Due to economic situation in general around Europe, we hope that there won't be too much of regression in economics
- Due to other bad affiliates
- Financial stability for my family
- Finding enough time to work on the business.
- General income
- Getting a reputation based on the general CF community that suppresses price
- Getting sued, injury, or something along the lines of legal ignorance.
- Growing too fast and losing older members as new ones come in / small gym feel vs large gym feel.
- Having to compete with gyms that don't produce a quality product and give CF a bad rep in the community
- Having to have to close due to lack of membership
- I currently have a full time job in addition to owning the box. I'm also a single mother.
- I don't have any of the above concerns. After almost eight years doing this I am confident we can weather any storm.
- I just need more money and more time
- I want to build a business that's works for me instead of just providing a place for me to work
- I will not have enough members to make it worth continuing to operate.
- I won't be able to live the life I want: earn over 100K, take 3 and 4 day vacations when I want, live the life that my hard work represents.
- I won't be able to secure a permanent location quick enough.
- I won't be able to stay open
- I worry about everything
- I'll get bored or burned out
- I'll never make enough to maintain current equipment, purchase additional equipment or get paid myself!!
- IP being stolen by competitors. Growing too fast.
- It becomes "unsellable"
- It will never pay more than I've made in every other occupation while constantly demanding more effort
- It will not make enough money to make it worth the time
- Keeping this great thing going. Afraid of the fake "bubble"
- Lack of growth (8)
- Loss of client's
- Loss of enjoyment in coaching
- Making sure we adapt to changes properly in fitness
- Massive corporate CF box with all bells and whistles opens up next door and exodus of members because of new/shiny
- Meeting every athlete's goals with growth
- Member growth due to lack of marketing/business planning
- Members are seeing results and gains but start comparing to surrounding boxes then suddenly become disgruntled over insignificant things like X box paid for their clients to go bowling why did we have to pay \$10.
- Members that begin to stop respecting the owner/coach. Those individuals eventually leave and take others with them.
- Members will feel they understand fitness/technique enough to justify a lower priced box with

- admittedly less quality coaching and programming
- Membership numbers aren't sustainable business
- Membership numbers will drop with a decrease in new members due to oversaturation of our market
- Membership outgrowing our space before we can find new space
- Missed opportunities with community members
- My & my wife have an emergency and we will not have any cover
- My business partner
- My future... If something happens to the CrossFit name
- My staff won't be able to retire
- My wife will have to keep working because we need the dual income
- I and my team won't be able to make the money we fairly should while at the same time growing the business and keeping money in the bank for future growth/expansion.
- Need to be able to grow memberships in order to move locations to a bigger space but are very limited with only 2 coaches at moment due to not being able to afford another coach at moment until summer
- Need to expand for bigger space and won't find a suitable location
- Need to spend more time with family
- No area to grow
- No fear
- No fears, box is a hobby not really an income stream
- No personal life whatsoever - identity is completely wrapped up in the business.
- No problems, only solutions.
- Nonprofit affiliate
- None (7)
- Not being able to double our membership
- Not being able to keep up with the quality of business as it grows. Getting overwhelmed.
- Not being able to progress and grow as a business owner
- Not being able to satisfy every members needs
- Not being the best
- Not enough growth due to market saturation
- Not enough people willing to pay enough money to pay monthly bills
- Not enough time away
- Not enough time with kids
- Not finding qualified people to move into higher value roles, and not knowing how to properly train people to get there
- Not growing enough to say in business and make a living
- Not growing our community
- Not growing to the point where I can sustain professional salaries for my staff to support the community
- Not having a good plan for bringing on future coaches
- Not making enough money to break even with our bills
- Not profiting and after 5-10 years closing
- Not really worried though
- Not relaxing & realizing how much I love what I am doing.
- Not retain enough members to stay open
- Over saturation of CrossFit brand
- Over-saturation...the town is sick of hearing about CrossFit. Too many CrossFit gyms.
- Paying rent and payroll each month
- Personal Time, need to be able to hire another full-time coach.

- Poor standards / performance of other area affiliates damaging our business
- Problems with partners
- Profitability so I can continue to serve my community through the awesomeness of CrossFit.
- Running at less than our potential.
- Since 5 other boxes opened since we did, we have lost many members. Some left because they said our classes were too big and not enough coaches. I worry that this is being said about us in the CrossFit community of our city. We do have more coaches now
- Staff quality of training. Failing to provide consistent quality training.
- Staying status quo
- Staying the same...meaning not improving the business
- Steady continued growth
- That 300 is my ceiling
- That CrossFit will fade away like a fad
- That CrossFit will lose its luster and/or market will be saturated with CrossFit gyms.
- That I will always be stuck in the business
- That I will overwork myself and lose my passion for it
- That I will spend too much time coaching and not enough family time
- That I won't be able to make it "work" in our area.
- That membership will stop growing.
- That we (the owner) are so baked into the fabric of the brand that we will have a hard time to get out eventually. Also that it's so much work to run the gym for minimal profit that no one will want to buy for top dollar
- That we don't continuously get better.
- That we won't stay ahead of our competitors and dwindle
- The addition of more subpar boxes around
- The financial system will take a nose dive and gym membership will be the first to be removed from people's budgets.
- These aren't likely to happen at all but I still worry about them... Ha.
- Those are fears, but biggest is losing efficacy as I step away and bring in other coaches
- Too many competitors keeping prices down and making it difficult to generate revenue needed to prosper
- Unsustainable lifestyle
- We always trying to do our best, when business is good, we concerned on how to improve, when business is slow, we concerned how to improve. My fear is that we always on top of our game!
- We don't grow fast enough.
- We grow too fast
- We will run out of space too soon
- Will have to close down for lack of money
- Won't be able to sustain both me and my wife working there. One may have to go back to the corporate world
- Won't be able to make my coaches full time coaches
- Won't bring home enough of a stable check (or any check) if growth continues at its current rate
- Won't find new members
- Won't find the quality of staff we need in our small town. just had to lay off TWO
- Won't grow adequately enough to support my wife. (I have a regular job, this will be her full-time job eventually)
- Won't make financial sense for me & my wife to continue. I'll return full-time to Physical Therapy
- Won't stay ahead of trends and competitors and business will dwindle

# TO YOU, WHICH IS THE MORE IMPORTANT GOAL?

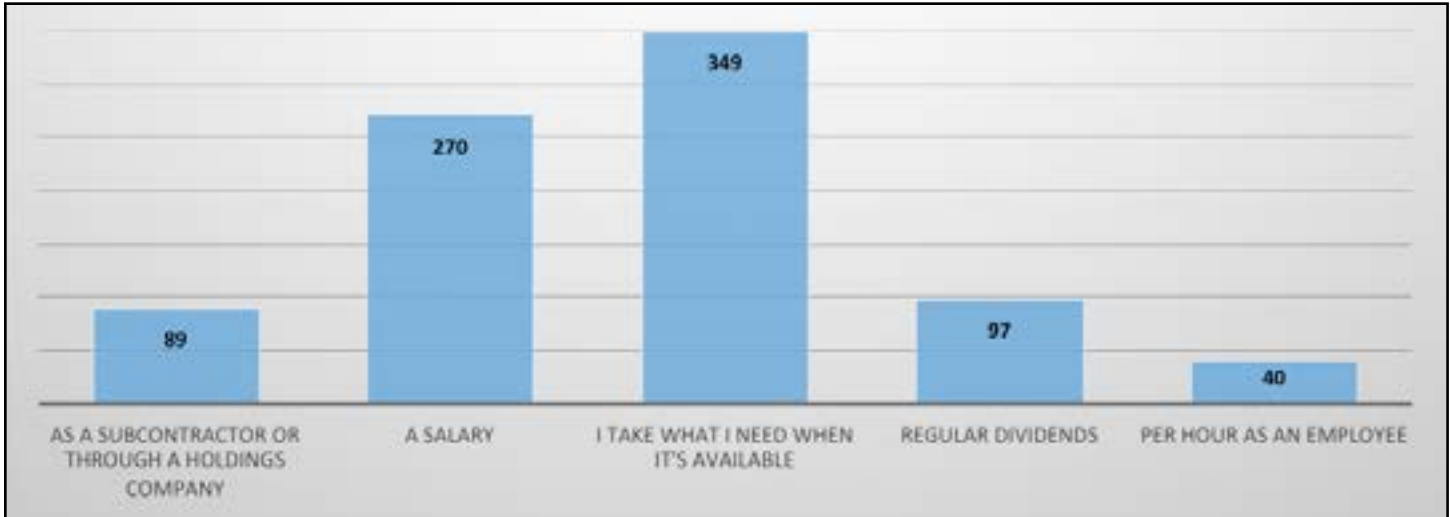


## OTHERS SAID:

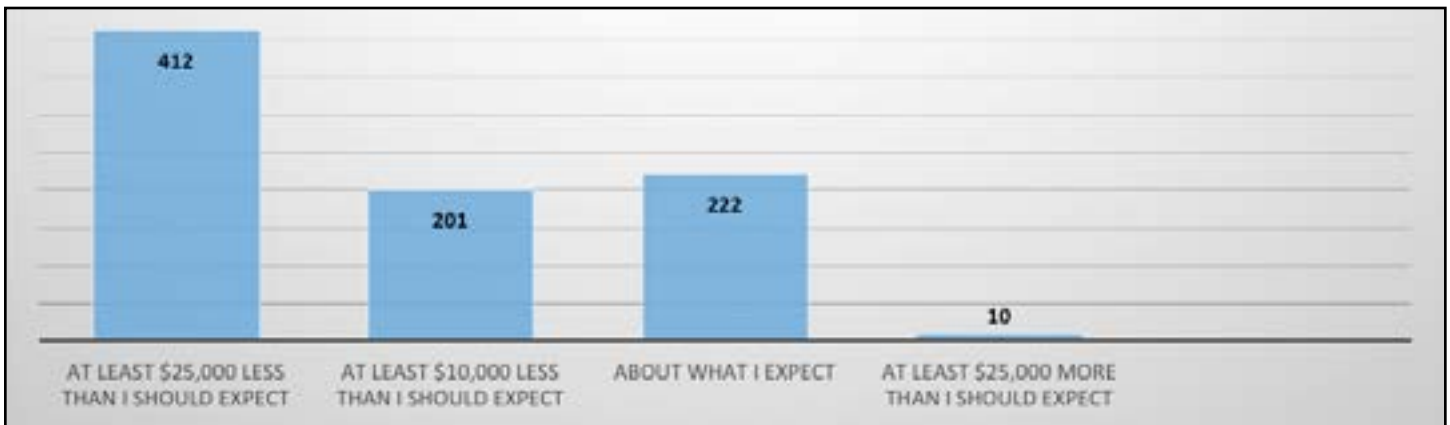
- A safe, smooth running productive business that will provide me some independence
- A thriving business & facility with an awesome reputation
- All of the above (11)
- Allowing my coaches to grow into more than just coaches
- Athlete development
- Be able to run CF full time and not work a 2nd job
- Being more involved in the community
- Best CrossFit affiliate. Period.
- Bringing CrossFit to the Middle East
- Building community and changing lives
- Building the company
- Business growth (3)
- Develop and maintain a rich community (4)
- Enjoying WODs again
- Everybody wants more money, but I want this to be something that the people in the community look up to and want to be a part of as they feel it is a positive “lifestyle” for their entire family
- Family time
- Freedom
- Getting gym up and running - stabilized
- Getting the word out locally that we exist and to let people know most people in our box are regular people not what they see when they search CrossFit on YouTube.
- Happiness/Health (2)
- Happy members (6)
- Have fun and train others to become their own bosses
- Helping members reach their goals (2)
- Improving product
- Long term survival
- Managed and sane growth
- Overall business growth and development
- Overall more successful gym to comfortably support my coaches
- Pay trainers enough
- Perfect programming
- Positive business development: train coaches into managers
- Professional challenge

- Success of the business, with limited worries (2)

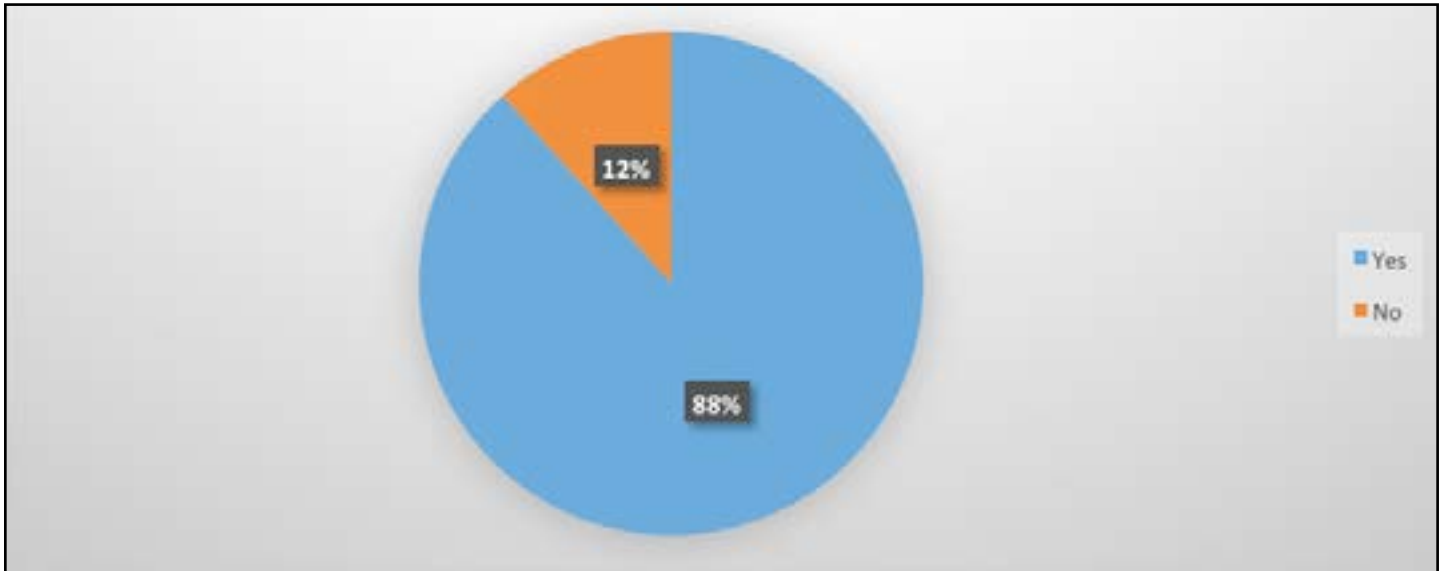
## HOW DO YOU PAY YOURSELF?



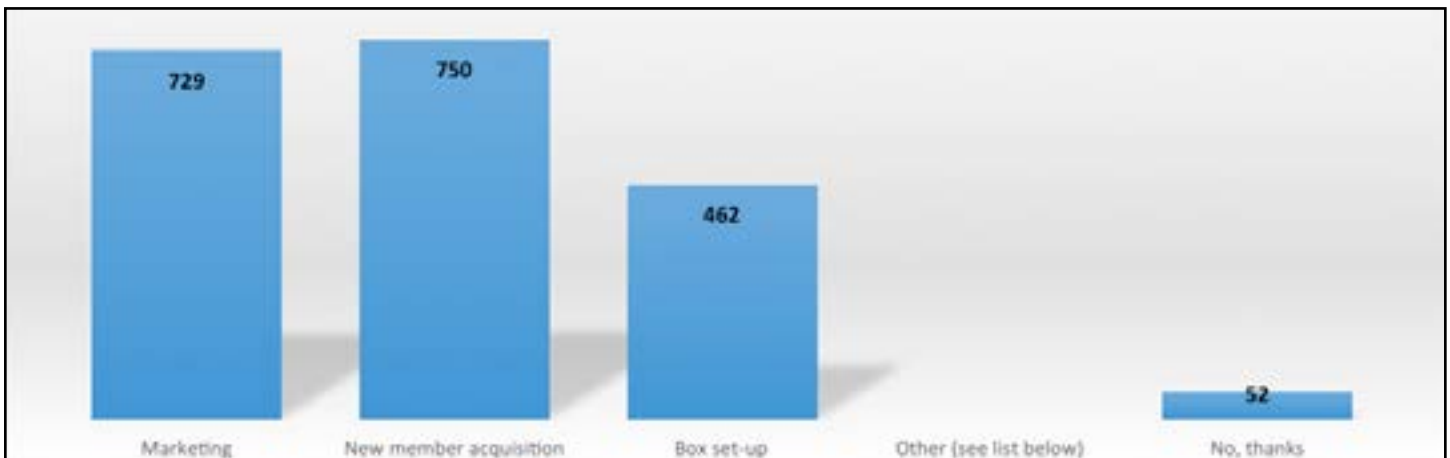
## DO YOU MAKE LESS OR MORE THAN YOU SHOULD EXPECT?



# WOULD YOU BE INTERESTED IN LEARNING ABOUT WAYS YOU COULD CONNECT WITH OTHER BOX OWNERS/ AFFILIATES, IN YOUR AREA AND BEYOND?



# WOULD YOU BE INTERESTED IN RECEIVING AN E-MAIL NEWSLETTER THROUGHOUT THE YEAR THAT CONTAINED INFORMATION ABOUT THE FOLLOWING?



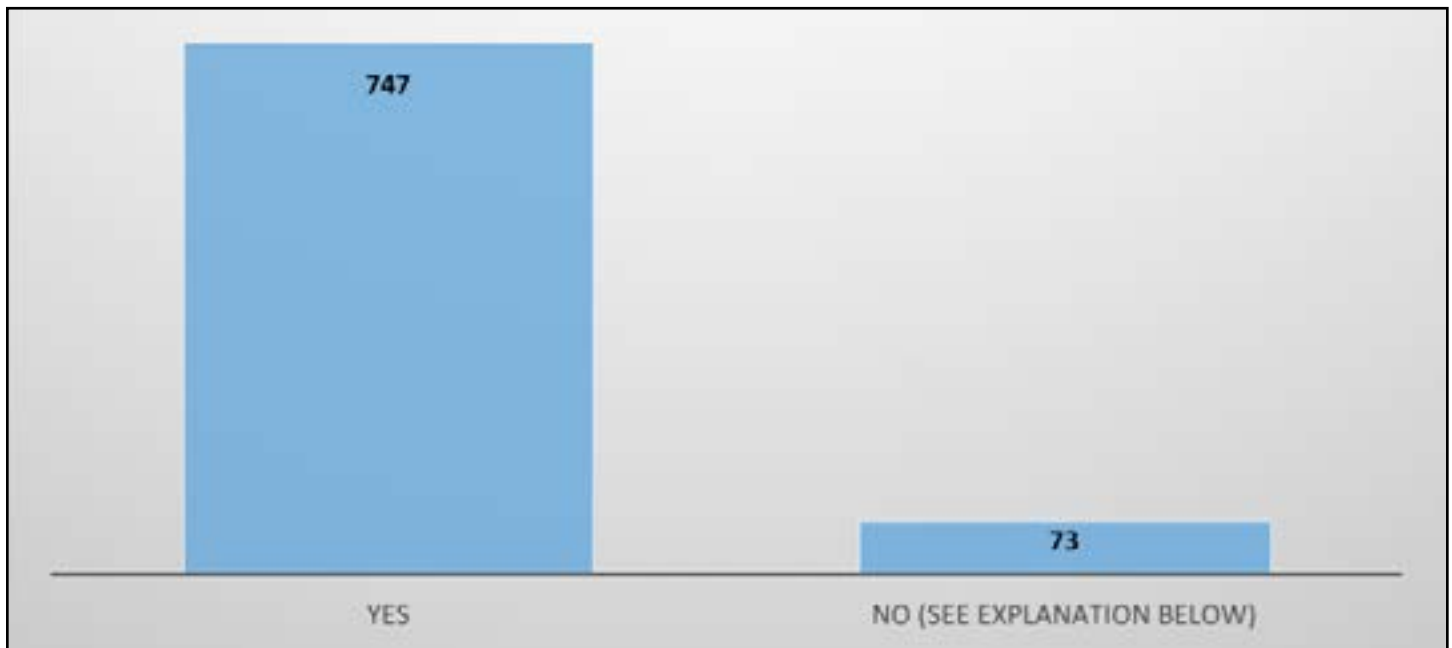
## OTHERS SAID:

- Retention (12)
- Developing new coaches (8)
- Business strategies, strategic business growth and marketing, operations, acumen (i.e. taxes, financing) (6)



- Continuing business education (4)
- Pricing Models (4)
- Programming (3)
- Hosting competitions and seminars (2)
- Masterminds, box biz seminars (2)
- 4/9s
- Additional revenue streams, selling products, supplements, apparel, etc.
- Affiliate connections
- Balancing business goals
- Best affiliate-based business practices, back office and planning for future
- Best practices across the community to build the community
- Branding
- Building a Nutrition Business inside a Box
- Corporate programs
- Developing management teams
- Developing way to pay coaches full time salary
- Equipment reviews or suggestions
- Creative events and programs, e.g. a way to engage our members more to actually encourage them to bring their friends to train (6)
- Having fun with our membership and good group games
- How other boxes are doing around the country
- How to get word out about our gym without using Twitter or Facebook. Or helpful website stuff
- I have never gotten paid from my box. My full time job as a CFO supports me and my son.
- I think very few people are in my situation with demographics and cost of rent. These are the people that I value their opinion
- I would love to have more information geared specifically towards very small boxes (small membership numbers). And not small after a couple of months--I mean small and struggle to grow after a year because of location.
- Handling competition (local boxes); space, equipment management
- How to deal with non-payers, how to deal with business partners
- More on bringing in Personal Training...that is something I feel needs to adjust based on the general pop
- New companies that are catering to the CrossFit Affiliate to lower operating costs. For example a newer less expensive WODIFY or CC processing company.
- New management technology
- Staff/talent acquisition/retention
- Strategic marketing advice (i.e., proven direct marketing campaigns with details of exactly what was done) (2)
- Effective copy for mail outs and social media post
- Putting systems in place for efficiency
- Staff Management
- Talking to affiliates w/ multiple locations
- Time management; delegation
- Yes Dude, I want to connect with you by phone!

# ONE FINAL QUESTION... IF YOU HAD IT DO TO ALL OVER, WOULD YOU OPEN YOUR OWN BOX AGAIN?



## EXPLANATION:

- All my personal money goes into the box- it cannot support itself
- As of right now, it's not worth the return on investment. But I still love it.
- Because my future is more in my control
- Cannot make a living at it
- CrossFit business is not as much fun as training, changing lives and getting paid. Being the bill collector on top of training is more difficult than I expected. I always thought that people would be grateful for the coaching, the life changing experience
- CrossFit has changed so much since when it was the underground. Initially new athletes wanted skills you couldn't kick gym rats out of the box because we wanted to perfect it all, now you can't force people to learn skills they just want to scale forever.
- Don't make your hobby your job
- Equipment is really expensive, locations are difficult
- Far more work than the job pays. I'd still coach, but somewhere else or head back to collegiate strength and conditioning
- Had a corrupt business partner and then suffered a concussion. Am currently looking to sell.
- Has been too hard on my family and have spent tens of thousands of dollars
- Have another job. Not enough time to deal with issues. And an investor ditched us leaving us more to handle.
- Haven't had a holiday in 5 years
- Honestly not sure. It feels like opening near the top of a bubble and not what I envisioned when I started this journey 3 years ago.
- How long do you have to listen :)?
- I am happy with where my business is now and where it is headed, but the first 2 years literally tore my family apart. Not worth the price that was paid
- I did not realize the headaches owning and running a box had. Also financially it is tough. My wife

and I do not get paid from the gym, in fact we usually invest money from our day job, every month.

- I had a successful training business where I made more money than running a box. However I did gain a lot of very valuable experience - but at a big price.
- I haven't made enough to make it worth it
- I own several companies, and the gym is by far the least profitable
- I trusted partners to be honest in who/what they are. 8 months in with what I believe is an exceptional opportunity and box, I want to leave because I'm "in bed" with partners who have no idea how fortunate they are and they absolutely do not share the same thoughts.
- I would NOT open ANY business with partners. I would not open a CrossFit or gym business, it doesn't make enough money, and most people are not willing to pay a fair price for the services we provide.
- I would open a box again... but not grow it... leave it as a club house...less of a business, also I pay myself NOTHING and there was not category for other or none.
- I would open it with a different partner
- I would remain a member. I volunteered to help a soldier being deployed, kept his gym open for free for a year lonely to have him and his wife quit and move 8 months after he returned and he did not fulfill any promises during the 8 months he was home.
- I'd pay \$135/month to attend someone else's box and go make a real income
- I'd rather clock out and forget about everything at work than have members texting me at 11:59pm asking me to stop their midnight billing cycle
- It has drained my personal life and stolen the joy of working out from me. Unfortunately, there's no other gym locally that has the level of coaching and expertise that our gym offers, so even though I say I wouldn't, that's probably a lie. :)
- It has taken too big of a toll on my family
- It was a mistake to buy the gym from the prior owner. I would have cont. in my original career path & opened a garage box out of my home.
- It's much more work than I thought on not an adequate ROI
- It's worth it before you start...but it's not worth it when you know how hard you have to work for shitty money
- I've completely lost my personal life. The changes I've made I others' lives have been profound but at the cost of time
- Location/demographics
- Maybe in a different town. Struggling to adjust back in my home town
- Maybe? I would do a "fitness center" with a CrossFit program from the get-go. Some days I love it, some days I hate the "business of relationships" I love owning a business.....
- Members are demanding, coaches come from being a member get good at CF then become better than the owner. Their head gets really large.
- My family has suffered tremendously
- No, based on my motivations, I would have gone into athletic development, strength and conditioning b/c I believe in that model more than the basic CF group-class model; CF has become something that it wasn't when I started and I don't like the trend
- Not as a Partnership
- Not enough money and feel stuck in this
- Not under the circumstances I did. It's been one setback after another
- Not with as many partners as we have, too much drama
- Not with current business set up
- Other town with more rich people, educate people
- Should've remained a passion & hobby
- Stress!
- The answer is yes, my experiences have been far too valuable to say no! However, people

underestimate the amount of work that goes into running a box successfully! This sh&t ain't as easy as it looks!

- The competition has gotten nasty and personal. It's not worth it to hear my 10 year old son tell me about what he heard at school from a competing gym.
- This is tough. I would create something that looks very different in a very different way. But part of it would be a gym so yes, but no.
- Too early to tell
- Too much competition in area
- Too much time, not enough money
- Too many to explain but mainly the money. Leaving a job that paid extremely well to making next to nothing is tough
- Too much hassle, easier way to earn money with my skills
- Too much liability and stress of ownership
- Too much outlay....not enough return...WAY too much time commitment....loss of personal and work-out time
- Too much stress, unreliable staff, greatly increased competition
- Too much time and not enough money to support family
- Too much time away from family, invested too much of my own money and not seeing a return
- Too much time not enough money
- Too much work little pay
- Too much work without financial gain
- Too stressful and not enough reward for the work
- Two opened two months after me. Left me with an already signed lease and in debt
- Unsure (2)
- Way longer to get profitable than expected
- We weren't prepared for the business end of it. The first 2 years we were successful in spite of ourselves. My husband quit his job. This last year we have gone from about \$12,000 to \$6,800 this month. Each month since July we have steadily gone down.
- Wife and I don't plan to live in this town for much longer. Tough making little to no money for the past couple of years, then trying to figure out a way to keep the community going as I start to quietly prepare for my departure
- Would go for another location
- Yes, but at a different time
- Yes, but if I ever opened a second affiliate I would do about 50% differently!
- YESSSSSSSSSSSSSSSSSSSS! I would just do it a little bit differently but very grateful for the way it is!
- Yup. Although I would have done it a bit different. We were one of only a few boxes around and there wasn't much help in getting started. things are easier now and decisions would be a little more planned out.

# WE ARE DEVOTED TO VIRTUOSITY IN THE GYM BUSINESS.

We provide top-level branding, website design, online marketing, and business mentoring services. We're strong believers in the philosophy of "Help First," and always strive to improve a client's life before they commit to any of our services. We're in this for the long term just like you.



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TO CREATE SOME STRUCTURE  
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