

Putting Nutrition Professionals to Work—Part Two: Marketing a Successful Nutrition Business

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In "Putting Nutrition Professionals to Work – Part One: Business Trends and Opportunities" we noted that there is currently a shift in American culture driving a greater concern with health, wellness, and the environment; and further, that big business is responding to this shift by increasing the number of products that appeal to this concern. The increasing availability of such products serves to heighten awareness of "better-for-you" foods that, in turn, also serves to drive market growth.

In this second part of the white paper series, we describe a variety of marketing strategies and tactics which can be applied by Nutrition Professionals seeking to capitalize on the trends and opportunities described in part one.

Marketing Wellness: Tips for Nutrition Professionals

Marketers have long recognized that the key to selling any product is emphasizing its benefits while using language and imagery that appeals to the target market. Our work suggests that, in broad terms, most or all marketing efforts should emphasize the following:



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1. Key Benefits of Nutrition Services:

- a. Better nutrition can lead to more energy and a greater ability to achieve one's personal and professional goals;
- b. There are lots of ways to prepare healthy foods that are also tasty;
- c. Each person has unique biochemical and nutritional needs, so working with a Nutrition Professional for intake assessment and a customized program is a cost-effective way to achieve optimal nutrition; and
- d. Nutrition consulting and natural chef services make great gifts; having a health evaluation or sharing a home-cooked meal together is a wonderful way to celebrate the holidays or a special occasion, such as a birthday or anniversary.

2. **Eating For Health™ is Convenient and Easy:** Many studies have shown that perceptions of convenience and availability exert significant influence on one's willingness to purchase a given product or service. Therefore, marketing materials should always emphasize that it is easy to retain a Nutrition Professional. There are many convenient and affordable ways to improve one's nutritional self-reliance. The key is education, support, and creating a broader and richer culture of health at home and at work.

3. **Affordability:** Price is another factor that has an obvious effect on the probability of purchase. Price should be considered very carefully by every practitioner, as acquiring long-term clients often requires that one have competitive pricing. We will examine this factor in greater detail in a subsequent section, but will note here that the price of services should be set within a range that is accessible to most Americans, especially those living within the practitioner's primary trade area.

4. **Mainstream Language and Imagery that Appeals to Mid-level Consumers:** While core wellness consumers – those who currently have the greatest involvement in a wellness lifestyle – are a viable segment for Nutrition Professionals to target, many of these consumers are quite savvy and have already spent a significant amount of time and money learning about nutrition. Focusing largely on this segment is like "preaching to the choir" and can greatly limit growth potential. Therefore, marketing materials should generally use mainstream language that is appealing to average people. It is generally useful, for instance, to use words like "healthy" or "health enhancing" – while emphasizing benefits such as increased energy – rather than terms like "holistic" or "wellness," which are less familiar to mainstream society.

5. **Proof for the Benefits of Whole Food Nutrition:** Technical articles from reputable journals and authors should be referenced throughout all communications. For instance, research has shown that consumption of whole grains reduces risk of cardiovascular events and, similarly, that eating fish reduces one's risk for heart attack . This will help educate the market and bring legitimacy to the profession and to the *Eating For Health™* approach. Annotated bibliographies or other materials that are technical but relatively easy to review should be made available to all prospective clients. For instance, reviews of technical literature show that "employers who invest in comprehensive worksite health promotion can improve employee CVH and yield a \$3 to \$6 return on investment for each dollar invested over a 2- to 5-year period."



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- 6. A Call to Action:** Marketing materials should always include a "call to action" that encourages the user to contact a Nutrition Professional to learn more about how nutrition can help them and their significant others get on the path to good health.
- 7. Offer Diverse Services and Products:** Our analysis suggests that one of the biggest challenges Nutrition Professionals face is the fact that most people have not worked with one and may feel that consulting is cost-prohibitive. For these reasons, it is important for Nutrition Professionals to sell quality professional products as well as offering quality professional services. Books, teas, cleansing products, and dietary supplements can all be sold to clients who may not be willing or able to buy nutrition consulting services, per se.

While marketing materials that possess the above characteristics are appealing to potential clients, creating them can be a creative challenge and, in some cases, can be expensive. Therefore, it may be useful for students to work in teams to develop original materials and/or to use materials that have been developed by the Bauman Nutrition Clinic or another established health center or clinic. Partnering adds name recognition and saves a great deal of time and expense in launching a new business.

As noted, all marketing materials should emphasize the benefits and behavioral drivers described in "Putting Nutrition Professionals to Work – Part One: Business Trends and Opportunities." Moreover, potential customers must be educated about how the product or service will benefit them. Once you have laid out these essential elements of your marketing and sales platform, it is time to begin contacting potential clients.

Marketing Nutrition Consulting Services to Businesses

The first step to selling a service to a business is getting in contact with a decision-maker. Efforts that focus on key personnel are much more likely to succeed. Thus, when attempting to enroll a business as a paying client, address marketing materials and correspondence to the following people:

- 1. Owners and Senior Executives:** Business owners and senior managers are very busy people and can be difficult to access. It is often useful to provide them with written materials that emphasize clear benefits – and supporting evidence – and then follow-up with a phone call or, when possible, an in-person presentation. Make sure that whatever you send them or tell them is directly relevant to their business, emphasizes the benefits of using a Nutrition Consultant, and provides plenty of proof that the program you are suggesting can provide a tangible *Return on Investment* (ROI). Short, cordial presentations that are heavy on facts can be quite compelling, even to the busiest manager.

Managers are becoming more accustomed to using web conference technology in their interactions with consultants and "vendors," and using this technology is a great way to present written materials without incurring the time and cost associated with delivering an in-person presentation. We'll discuss where to acquire this technology and how to use it in a subsequent section.

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- 2. Human Resource (HR) Managers:** Most HR managers have two primary duties: First, they perform the administrative duties of Human Resource Management, which include salaries, employee benefits, training, and related issues. Many HR managers are also recruiters and are tasked with finding high-quality employees and placing them within the company.

While HR managers are an important part of company-wide wellness initiatives, they rarely have the final say on financial matters. It is important to keep in mind that while an HR manager may like the idea of having, for instance, a Nutrition Consultant present a talk to employees during a lunch meeting, they will often need to get permission from senior managers before authorizing any expenditure.

Ideally, each communication with these two key categories of people will include three elements:

- 1. How the business can benefit from your service:** Cite studies showing that better nutrition can reduce absenteeism, boost morale, and increase productivity.
- 2. Proof that your approach to nutrition consulting is effective:** For instance, you can include an annotated list of technical articles and scholarly papers that back up your methods.
- 3. A way to provide the service that does not interrupt productivity:** Schedule consultations during lunch or provide your service in the form of reports that can be read when an employee or manager has free time.

Here are the key steps to contacting a potential business client:

1. Introductory letter or call;
2. In-person meeting and needs assessment;
3. Assessment of the company employees;
4. Discuss services you want to provide;
5. Provide a detailed proposal with a menu of services, products, and cost for the company to review; and
6. Have a sample service contract ready that shows the terms of your agreement and deliverables.

Consultative Sales Tips for Nutrition Professionals: A Primer

Consultative sales approaches emphasize assessing the needs of potential customers and delivering products and services based on a professional, objective assessment of those needs. For Nutrition Professionals, consultative selling is a key marketing and sales tool, especially when approaching businesses or other large institutions.

Oftentimes, research is a key element of consultative selling, as it provides the practitioner and potential customer with evidence to support the conclusion that a "wellness program" or other intervention designed to improve the nutrition of workers is both effective and feasible.

For instance, when "pitching" a web-based nutrition program to businesses, it is useful to point out that research has shown web-based multimedia programs to be a promising means of delivering health promotion material to the workforce, particularly in the area of diet and nutrition. Similarly, studies have



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shown that weekly emails to employees addressing the importance of nutrition and physical activity can have a positive impact on nutrition attitudes and behaviors. Citing such studies can prove to employers that web-based nutrition programs are practical and can have a positive impact on workers.

Getting Your Foot in the Door: Offer an Assessment of Employee Nutrition

Like their superiors, HR managers have become more fact-oriented in recent years. Our work suggests that most of these people have some desire or need to come to a better understanding of employee nutrition, especially when it can be directly linked to productivity. Therefore, it may be effective to offer to conduct an assessment of employee nutrition as a means by which to identify needs and convince managers that they should take the time to speak with you.

The least expensive and most efficient way to do this is through the use of an online survey tool. Such a survey can be hosted on the Internet using services such as www.SurveyMonkey.com, and then a link to the survey can be sent to employees. The data from such a survey should, at the very least, be of interest to HR managers and could facilitate discussion of how the services and products you provide will help management and workers achieve their goals.

Utilize past research conducted by Bauman College (www.baumancollege.org) and other reputable institutions to design the survey and ensure that the data you gather are both useful and actionable. It is also important to have an "analytic plan" before you field the survey, as well as a plan for how you will present the results.

Service Menu

Provide an interested company with descriptions of services that you can provide, including a synopsis of anticipated benefits. This can be reinforced with more detailed descriptions of key services at subsequent meetings.

In general, keep in mind that managers are busy. It is best to initially provide something short to pique their interest – such as a description of their employee's nutrition habits – and then to follow-up with discussions about services that directly address the needs that were uncovered in the assessment survey.

Here are the key service categories:

- 1. Group Lectures:** List a series of topics that you can lecture on. These may include Eating for Health, Employee Stress Management, Creating Health with Improved Nutrition, Managing Weight, Mood and Menopause, Healthy Aging, Brain Boosters, Sleep Solutions, Lose the Blues, etc. Consider partnering with other Nutrition Professionals if their expertise would be of special interest to the client or potential client.
- 2. Information provided via a regular, branded newsletter:** Information for monthly newsletters can be purchased from professional supplement companies and health magazines, or Nutrition Professionals can provide weekly tips for health enhancement that they can stockpile and share on a regular basis. Podcasts or blogs can be created to address employee needs and can provide a forum for them to share their successes and struggles with other engaged health seekers.



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- 3. Individual services to management and/or employees.** It is best to work in a variety of settings: large group for lectures; medium-sized groups for goal identification; small groups for personal sharing and mentoring; and one-on-one for deeply personal mentoring.
- 4. Health assessments, outcome goals:** This is a primary way to identify your ability to assess biochemical and metabolic individuality. *Health Appraisal Questionnaires, Diet Analyses*, and lab assessments provide a baseline of information from which to develop a customized program that can be monitored and adjusted on a regular basis. The data collection process provides a very valuable and exciting research component, demonstrating outcomes and the efficacy of your approach in a manner that can impress other potential clients.
- 5. Program evaluation and reporting:** Prepare to monitor the initial health behaviors, dietary patterns, and health concerns of all participants. At 6-, 12-, and 24-week intervals, conduct repeat group and individual assessments to document the impact of the program. It is important to also evaluate the participation and feedback of program participants and service providers to identify what is working well and what needs to be improved for subsequent programs. Interviews, photos, and videos are exciting ways to package and display your findings.

A Sales Opportunity: Annual Company Events

Many businesses hold regular special events for employees aimed at building morale and encouraging employees who work together to also spend some time playing together. The annual "Christmas Party," for instance, can be a big deal for companies who are seeking to make a good impression on their employees.

Bauman graduates can cater such events or provide consulting services to help HR managers design event menus that contain relatively inexpensive "healthy-gourmet" foods. Offering such foods at employee parties can help a business communicate its concern for employees' wellbeing. Many HR managers would regard it as a wise choice that would bring them recognition.

A Note on Appealing to Managers in the Food Business

Besides the need in every company for healthy employees, there is also a need within food and beverage businesses for Nutrition Professionals that can help them develop and sell products that appeal to health-minded consumers. Providing consumer insight research and, where appropriate, mentioning one's expertise in consumer perceptions of health and wellness can help Nutrition Professionals appeal to businesses.

E-Wellness: Using the Internet to Build Your Practice

Increasingly, effective marketing of nutrition services and products requires skilled use of the Internet. Indeed, technology in general is crucial to building a profitable practice. In this section, we discuss how to create an inexpensive website and how to use various technologies to help build your practice.

Every Nutrition Professional should have, at the very least, a web page where the public can learn about and purchase products and services. Generating traffic to the site — and achieving sales — can be accomplished through four primary means:



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1. **Content:** Make the site interesting, interactive, and full of facts. There are many articles available from Bauman College and other educational institutions and companies that are rich in the kind of content that people search for on the Internet. Keep in mind that consumers and managers alike often use the Internet to learn about wellness, and many also use it as a kind of virtual recipe book to get cooking tips.

While content is a crucial element of any effective website, generating good content can be time-consuming and, at times, expensive. Thus, it is important for most students and new practitioners to work together with organizations or community health centers such as Bauman Nutrition when developing content for a website or page.

2. **Postings:** Joining online communities and telling people about what you do within them can be an easy and inexpensive way to get the word out about your offerings. Postings should contain information that is relevant to most readers within a given forum and should not appear to be blatant advertisements. Postings that respond to the questions of a community member and then provide a link to your site where they can get more relevant information can help raise awareness about your products and services and make it easier for others to find you in search engines, such as Google. This can lend legitimacy to your small practice.

It is also useful to post your résumé or CV in as many places as possible so hiring managers can easily find you. Here are a few places to get you started with résumé postings:

- ▶ www.nutritionjobs.com
- ▶ www.healthcareerweb.com/browsejobsnew.html
- ▶ www.hirenutrition.com

3. **Advertising:** Online advertising is among the least expensive ways to educate people about a product or service. This appears to be especially true with wellness products, as people often log on to learn more about products and services that they have heard about from people within their social networks. When advertising, always be sure to use a tool such as Google Analytics that will allow you to track the Return on Investment. Also, consider partnering with others when developing ads, as this can make your communications more comprehensive while offsetting some of the costs associated with advertising.
4. **"Viral" Marketing Efforts:** "Viral Marketing" refers to the process by which a message is disseminated through a marketplace via word of mouth. Viral marketing campaigns can be very powerful, as they can grow very quickly and result in broad message exposure. If your web page or site has content that provides a clear benefit to users and is interesting or unique, people will sometimes post links to the site or related content on their own sites as places they enjoy visiting on the Internet. It is always useful to encourage visitors to tell their friends about your site and, in some cases, to provide incentive to do so. Always encourage friends, family, and others to spread the word about your website and practice. "Word of mouth" is often a very effective sales driver.



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Should I have my own website or a page on an existing site — or both?

This is a question that every practitioner will want to consider. Bear in mind that one can have both an individual website and web pages on various other sites. For instance, it may be useful to start a page on a site such as: www.baumannutrition.com, www.myspace.com, and other online communities. All of these pages should contain at least some interesting content, your contact information, and, ideally, a way to purchase products such as books and supplements.

If you do choose to start your own website, there are many things to consider. First is the question of how to start the site and what service you should use for hosting. A hosting site called www.godaddy.com offers a service called "Website Tonight" that allows people to start inexpensive websites and provides inexpensive domain name registration. Services such as these are a great way to start a website on a limited budget and also include free email addresses so you can have an email that will help you appear professional while raising awareness about your brand.

GoDaddy.com also offers free telephone product support, a great way to get tips on how to build and promote your Internet presence.

Here are what we consider to be the essential elements of a website for Nutrition Professionals:

- ▶ A "home page" that has a clear and brief description of your offerings and the benefits of utilizing your services. Be sure to use key words related to nutrition and consulting when building your home page;
- ▶ Content that explains the *Eating For Health*[™] philosophy and related issues that are central to your practice;
- ▶ Links to scholarly literature and websites that offer empirical proof of your approach to good nutrition;
- ▶ A contact form which people can fill out to request more information about your products and services;
- ▶ A way to purchase products such as books and supplements;
- ▶ A page for consumers and another for businesses and organizations that explains how your services can be used by each of these distinct segments; and
- ▶ An assessment tool, such as an online survey, which visitors can fill out to help you determine what they need and how they can benefit from your services.

Using the Internet to Build Community

Online communities and social network sites are among the fastest growing websites on the Internet, and building community around the notion of "wellness" and related values is a powerful way to encourage people to embrace better nutrition and health. By working together with other practitioners and users of your services, you also bring added legitimacy to your practice.

Online communities are also a means by which to link the efforts of individual Nutrition Professionals with others who have common business interests, thereby helping to create an environment in which like-minded professionals can work together to achieve common objectives. Consider linking your site with



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people who have similar practices in other states and regions and then share leads and information. This is a good way to build relationships with others who can help your business prosper.

Consider also using services such as www.linkedin.com to facilitate networking efforts. Such services are commonly used by businesses and recruiters who are seeking consulting services and can be a cost-effective way to network and meet new potential clients.

Getting the Most Bang for Your Marketing Buck: Use Online Tools to Measure Results

Some online community sites such as www.craigslist.org and www.backpage.com offer free and very inexpensive advertising that can help promote your practice and generate leads. When advertising or placing free postings, always include a link to your website and use a service such as *Google Analytics* to track the effectiveness of your ads and postings. Learning what venues produce good leads is an important part of effective marketing and can be an invaluable learning experience for practitioners who are just starting their practices.

On a related note, services such as www.surveymonkey.com can be used to create inexpensive or even free online surveys. Brief surveys can be an effective way to gather information on who is visiting your site, which can help you modify your offerings to match the needs of current and potential customers.

Publish Your Work on the Internet

Publishing is a great way to get the word out about a consulting practice and is an effective way to build credibility, provided the articles you publish are well written and provide plenty of evidence to support your conclusions. For most new practitioners, it is important to start your publishing efforts by co-authoring articles with established professionals. For instance, you may want to conduct research on a supplement or new consulting approach and then co-author the article with Dr. Bauman or another instructor at Bauman College.

Such efforts serve to educate the public about the benefits of your service while also illustrating the fact that you have expertise in nutrition and related issues.

Start an Online Newsletter

Online newsletters are an inexpensive and effective way to educate the public about nutrition and promote your products and services. Articles are typically short (less than 500 words) and should generally be written for a specific market segment or sales opportunity (e.g., health-minded managers who are trying to decide what to serve at their company Christmas parties). Articles that provide a clear call to action and emphasize that contacting you is worthwhile and easy to do can be very effective at generating leads.

Newsletters should not simply be advertisements, but rather need to provide content that is useful to readers and allows them to act upon what they have learned.

Archiving newsletters on your website can help generate traffic to the site and, in some cases, will result in other practitioners and researchers citing your work, which can help to build credibility and trust in your practice.



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On a related note, working as a Research Assistant can be a great way to open up publishing opportunities, so stay in touch with Bauman College after you graduate and consider taking advantage of opportunities to conduct research with experienced nutritionists and researchers.

Use Technology to Make Service Delivery More Efficient

While there are many ways to leverage technology in the effort to build a nutrition practice and make service delivery more efficient, two technologies are especially important: online surveys and web conferencing tools.

Surveys

Numerous providers offer online surveys, but www.surveymonkey.com is widely regarded as the least expensive of the reliable solutions. The tool is very user-friendly and can be branded and customized in a variety of ways. Using online surveys is a great way to make initial assessments when you are not available to speak directly with a prospective client because of distance or other issues. We recommend using this type of tool when conducting employee assessments for companies, as it is very efficient and allows a degree of anonymity for employees who provide information about their health and nutrition habits.

Web Conferencing

There are several vendors of web conferencing tools but, to our knowledge, www.adigo.com is among the most reliable and least expensive. This system provides a way to present and even share documents with others while you are engaged in a telephone discussion. Adigo and other vendors are now integrating web cams into their systems, which allow people to have a "face-to-face" meeting without incurring the time and expense of travel. This technology allows you to provide meaningful consultations with anyone in the world without having to travel to their locations. Needless to say, such technologies allow you to radically broaden the reach of your service.

When using web conference technology, it is important to have a fast broadband Internet connection and to not utilize wireless connections that interfere with telephone bandwidths. It is also important to have a relatively new computer. Be sure to speak with account representatives from your web conference provider to ensure you have all the right equipment and that your Internet connection is fast enough to make using this technology practical.

"Offline" Marketing Tactics

We have emphasized e-marketing and technology above because the Internet provides so many ways to easily and efficiently market a product or service. However, it is also important to use more traditional approaches that allow you to speak directly with potential customers.

Package your Offering: Brochures, PowerPoint Presentations, Cards, and Pocket Folders

"Collateral" is a term used by marketers to describe materials that are provided to potential customers. Collateral is an important part of any marketing effort and packaging various types of collateral can be important when meeting with people or trying to arrange a meeting.



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When possible, we recommend using online PDF files and websites to package and present collateral – it's cheaper and has less environmental impact – but it is important to have some printed materials that can be sent, faxed, or handed out to potential clients. Leaving cards or brochures with prospects gives them something to consider and also provides a reason for you to call them back later or schedule another meeting.

"Pocket folders" can be professionally printed and often stand out from the brochures and postcards that are commonly sent to businesses. While pocket folders can be expensive to produce, they stand out from other more common collateral, and this alone can make them a worthwhile investment for high-value clients such as businesses and care-providers. Here are some of the things you may want to put into a pocket folder presentation:

- ▶ Your résumé or CV;
- ▶ A brochure describing your offerings and their benefits;
- ▶ Academic or technical papers (especially those you have authored) that provide evidence of the efficacy of your service or product;
- ▶ Press releases; and
- ▶ Testimonials and/or case studies.

Join Professional Organizations

Joining organizations such as the *National Association of Nutrition Professionals* (www.nanp.org) can help keep you up-to-date on important information in the field and provides legitimacy to your practice.

Join Community Groups in your Trade Area

Joining a variety of community organizations is vital to building name recognition and a professional identity, especially if you are interested in working with schools or other public organizations. These may include the Chamber of Commerce, local business networking groups, the Rotary or Elks club, Toastmasters, church groups, the Parent Teacher Association, and various activist groups for environmental or community causes. It is good to go where there is not already a glut of health providers or nutrition professionals, so your offerings stand out. Look to be a presenter at a meeting as a way of introducing yourself and leaving your business cards and brochures with prospective clients.

Respond Promptly to All Information Requests

One of the hallmarks of effective service marketing is to respond promptly to all information requests. It is important that you remain available during normal business hours via cell phone and that you check your professional email address frequently. Responding promptly lets people know that you are reliable and are interested in their business.



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Host "Parties" to Showcase Products and Services

Some of the most effective direct marketers in the world are those who are able to penetrate a small community or neighborhood, bring people together for presentations, and sell them products along the way. The history of marketing is full of examples of companies such as *Avon* and *Tupperware* that made shopping easy and fun by going directly into homes. More recently, there are many examples of retailers who go to great lengths to create an interesting and informative "shopping experience."

Consider hosting a neighborhood party with other Bauman graduates or people who work within related professions as a way to help educate potential customers about what you offer and how it can be useful to them. Such gatherings are enjoyable, and history teaches that they can be quite effective.

While in-person gatherings are ideal, hosting online gatherings can be less expensive and time consuming. Consider inviting people you know to gather in a web conference space to talk about how better nutrition can lead to a better life.

Price Considerations

Pricing is an important and somewhat complicated issue, but the work of Dutch economist Peter H. van Westendorp provides useful insights. Dr. van Westendorp is credited with developing the "price sensitivity meter," which can help identify the high and low boundaries of product pricing. Analysts applying the van Westendorp technique ask their respondents four key questions and then measure their likelihood to purchase a product at a price arrived at by analyzing their responses. Here are the questions used in this model:

- ▶ At what price would the product be so cheap that quality is doubted?
- ▶ At what price would the product be considered a bargain — a great value for the money?
- ▶ At what price would the product start getting expensive, but still be worth considering?
- ▶ At what price would the product be so expensive that it would not be considered at all?

The key take-away for Nutrition Professionals trying to decide what to charge for their services is that the price should not be so low that it will make people doubt the value of the service nor so high that it will be viewed as prohibitive. In other words, being cheap does not necessarily bring you more sales and being expensive can keep you out of work.

Another important factor when considering what to charge is the ratio of marketing time (e.g., your presentations, website maintenance, etc.) to the time spent in billable service delivery. The hourly rate should be enough to offset the time spent marketing, as well as your expenses. This is one of the many reasons why it is important to keep expenses low and use technology to help you be more efficient.

According to the Bureau of Labor Statistics, the median annual income of dietitians and nutritionists was \$43,630 in May 2004. If we assume that \$45,000 is the 2007 median annual salary, then the current median hourly wage is \$22.50.



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If we double that hourly wage to compensate for the estimated 50% of time that must be spent on marketing in order to get nutrition consulting work, we arrive at \$45 per hour. Add \$3k per year for a website, cards, cell phone, direct mailings to potential clients/employers, and other essential tools and you arrive at about \$48 per hour.

While it may be useful to engage in a more in-depth analysis when exploring the relationship between price and demand, these data suggest that the price for nutrition consulting should be around \$48 per hour on a national average, and lower for new grads who have less experience and/or those who live in areas with a low cost of living and corresponding low wages.

CONCLUSION

The nutrition field is ripe for growth. The need for more trained professionals is great. All that is lacking is the will, skills, and capital to launch successful enterprises. We see a great need for business managers for nutrition professionals who can set up jobs and contracts with larger companies and institutions.

Let's set our goals, create good business plans, and proceed collectively to grow this wonderful profession. There is certainly enough business to support all of our efforts to help people regain their health through personal, familial, and community-based health and nutrition practices.