

ADMIN 400

Strategic Audit Report

PETERBOROUGH TAI CHI ASSOCIATION (PTCA)



Submitted to Professor Ahlstrand

April 4, 2005

Submitted by G6 Consulting Group Members:

Geasuddin Ahmed

Ayanna Whitehall

Celena Li

Ling Yu

Li Yu

Chen-Wei Wang

STRATEGIC AUDIT
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To:
Bruce Ahlstrand
1600 West Bank Drive
Peterborough, Ontario
Canada K9J 7B8

Dear Sir:

G6 Consulting Group prepared this paper with the support of Jennifer Bowe, Research Coordinator-Trent Centre for Community-Based Education (TCCBE). A strategic auditing was performed for the Peterborough Tai Chi Association (PTCA), from February to March 2005. A detailed investigation has successfully been accomplished by G6 Consulting Group consisting of: Ahmed, Ayanna, Chengwei, Celena, Ling, and Li.

The purpose of this paper is to identify and analyze the current problems and to find a perfect fit between the organization and their external environment. PTCA encounters problems such as tough competition, losing members and decreasing financial resources. G6 Consulting Group will then recommend the most optimum strategy to solve the above problems and supply PTCA with a detailed implementation plan. If you have any queries or problems feel free to contact G6 Consulting Group.

Signed on April 4, 2005.

Geasuddin Ahmed _____

Ayanna Whiteha _____

Selena Li _____

Ling Yu _____

Li Yu _____

Chen-Wei Wang _____

BACKGROUND

WHAT IS TAI CHI?

Tai Chi is an ancient Chinese exercise appropriate for people of all ages. It is a form of low-impact exercise that improves health, reduces stress, aids relaxation, and strengthens body, mind and spirit. Its emphasis is on slow, relaxed, continuous, even gestures, inward movement of the mind toward quietness, and tranquility.

PETERBOROUGH TAI CHI ASSOCIATION (PTCA)

The Peterborough Tai Chi Association was established in September 1976. They first started at Trent University in the Otonabee College dining hall. Later they decided to move to a downtown Peterborough location on George Street to target a wider segment of Peterborough population. In 1996, some members left Taoist group because they felt that Taoist was too structured and acted like a cult and they formed Peterborough Tai Chi Association, PTCA. Later, in the same year, PTCA registered themselves as a non-profit corporation under The Corporations Act in Ontario. PTCA is connected to other Tai Chi Association, since it is now a member of the Canadian Tai Chi Federation. PTCA is run entirely by volunteers and all funding comes from membership fees. It started out with 170 members but it is now decreased to 120 members. PTCA offers beginner, intermediate, continuing and advanced classes.

CURRENT STRATEGIES

PTCAs' Mission statement is 'A Peterborough non-profit corporation promoting a greater sense of well-being that comes from being able to set and achieve a goal at any age to optimize the functioning of your body'. PTCAs' goals try to fulfill their

mission statement by helping others with their health, having a relaxed environment, and bringing three unique forms of Tai Chi to the community.

HELPING OTHERS

PTCA wants to promote mental and physical well-being in the community by building physical activity into daily life, increasing flexibility, and maintaining and restoring good health in individuals. Tai Chi has been recommended by Chiropractors, Health Canada, Cancer Society, Diabetes Association, Depression Society and Heart and Stroke Foundation to name a few. Tai Chi is a therapy for those who suffer from chronic pain, AIDS, arthritis, insomnia, asthma, high blood pressure, migraines, diabetes, heart and lung conditions, strokes, parkinson's disease, multiple sclerosis, osteoporosis and fibromyalgia.

VALUE/CULTURE

PTCAs' culture is one that is compassionate to its members and allows them the opportunity to relax in an open-minded atmosphere. PTCA uses the traditional/original forms of Tai Chi from China but does not take in the religious aspects. In addition, their culture helps to build lasting friendships among members by having social events such as a dinner in Chinese New Year.

UNIQUE FORMS

PTCA provides three unique forms, which other competitors do not cover. The three unique forms are Classical Yang 108, 24 Simplified Beijing form, and Tai Chi Qigong. These three Tai Chi forms are unique because they are completely different from each other in their movement and style.

With these three current strategies PTCA tries to compete with other organizations such as GoodLife Fitness Club, the Taoist Tai Chi Association and Class Connections and other fitness clubs that offer other exercise form such as Yoga or Martial Arts.

Furthermore, they offer the lowest membership fees in Peterborough for unlimited classes each year in Tai Chi.

ASSESSMENT OF CURRENT STRATEGIES

PTCA's current strategies were examined by looking at the strengths, weaknesses, opportunities and threats (SWOT) that the organization currently encounters. The reasons for using SWOT is to identify the extent to which the current strategy of PTCA and its more specific strengths and weaknesses are relevant to, and capable of, dealing with the changes taking place in the business environment.

MAIN STRENGTHS

- **Three unique techniques:** PTCA is the only Tai Chi association that offers three unique techniques that enable their members the choice to do different Tai Chi forms. This is not common for many Tai Chi organizations.
- **Competitive membership fee:** PTCA's membership fee is the lowest in Peterborough, with members paying \$170 a year, for unlimited classes. The Taoist Association which is the other Tai Chi association in Peterborough charges their members \$ 300 a year.
- **Relaxing environment & open minded:** PTCA promotes a relaxing and open-minded environment. Given that, they take suggestions from their members about the different Tai Chi techniques and treat their members as friends and family.
- **Health benefits:** Tai Chi is a form of low-impact exercise that improves health, reduces stress, aids relaxation, and strengthens body, mind and spirit.
- **Entirely volunteer based organization:** PTCA does not pay their instructors and board of members, because everyone works voluntarily and they contribute to the association out of love for Tai Chi and what the organization stands for.

MAIN WEAKNESSES

- **Long Stairs & Location:** The location of PTCA is very spacious and thus is great for Tai Chi. The major drawback to the location is the long stairs before the entrance because most of the members are elderly. The older members are complaining about the inconvenience of coming to the classes due to the stairs and some members actually leave the organization for that reason. Besides the stairs PTCA's landlord has increased the rent and they cannot afford it. The organization is facing a challenge to find a different location that satisfies all their requirements, such as ground floor class rooms, on the bus route and last but not least low rent; since they are a non profit organization.
- **Lack of experienced board members:** All the board members are volunteers and some are retired. Therefore, not many of them have actual experience, which makes it a challenge for them to do the job effectively and efficiently.
- **Instructors are not professionally trained:** PTCA only have seven instructors who are not professionally trained because volunteers run the entire organization. Therefore, the organization cannot afford to hire full-time professional instructors. PTCA tries their best to train the volunteer instructors from a professional instructor once a year.
- **Poor marketing strategy:** PTCA does not really have a marketing plan and that is why the Trillium Foundation rejected it. The Trillium Foundation is an agency of the ministry of culture, which receives \$100 millions annually through government funding generated by the Ontario's charity casino initiatives, to help non-profit organizations. The only marketing strategy for PTCA is by sending out 5000 flyers before the "Open house" event.
- **Lack of financial strategy:** Currently there is only one volunteer responsible for PCTA's financial operations, but after interviewing Paul Emery, the Treasurer, it is clear that he needs help to complete his tasks on time and professionally. Furthermore, PTCA does not have any strategy on annual

budgeting and distribution of their revenues they earn. Moreover, there is no financial auditing system set up so that all the board members as well as instructors are unaware how the money has been distributed.

THE KEY ISSUES IN THE ENVIRONMENT:

- **Aging population:** The aging population creates an opportunity for the Peterborough Tai Chi Association because the demographics of seniors are increasing. PTCA can benefit from the aging population because Tai Chi is a low-impact exercise that tends to attract older people.
- **Low impact exercise increase:** The increase in low impact exercise is an opportunity to the organization because nowadays, many people are concerned with their health which makes people are willing to spend time and money into fitness and exercise.
- **Lifestyle changes:** Life style changes creates an opportunity to PTCA because when a person changes their lifestyle to improving their health, it can increase the number of participants in the organization, which leads the organization to benefit from increase in members.
- **Insurance and rental increase:** The increase in insurance and rental costs is a threat to the organization because currently Tai Chi Association has a limited budget. Furthermore, the increase in rent makes it difficult for the organization to move to a new location.
- **Limited income and pension:** The limited income and pension is a threat to the organization because members may not be able to afford an increase in membership fee. The increase in membership fee can be harmful to the organization's survival.
- **Strong competitors:** Strong competitors are a threat to the organization because none of the competitors are a non-profit organization. As well not having financial constraint as PTCA experiences.

- **Sponsorship/grants:** Sponsorship and grants creates an opportunity for PTCA because it creates more funding for them. As a matter of fact, if the PTCA has more funding, it will allow them the necessary funds to be able to move to a new location in the near future, which is a big concern for them right now.

RESULTS FROM THE SWOT ANALYSIS

The Swot analysis showed that PTCA has two major strengths, which are their relaxed and open-minded environment, and the health benefits one receives from Tai Chi. Therefore, PTCA has to take advantage of their major strengths in order to benefit from it.

The two major weaknesses that PTCA has are that their instructors are not professionally trained and it has a poor marketing strategy. These two weaknesses are really affecting the growth of the association right now. Instructors do not have the means to improve their techniques; therefore they cannot give their members the best instructions that can be offered. Many people may not know about PTCA because it does not continually advertise its association. The lack of an efficient and effective website causes it to be unable to reach massive amounts of people daily. Therefore, these weaknesses have to be eradicated, or the association will never grow and keep their current members happy.

The two key environmental factors that are affecting PTCA are insurance and rental cost; and lifestyle changes. Not having a lease and increasing rent is the greatest threat at the present time to PTCA. PTCA can be kicked out of their present location at any time, which creates an unstable environment to operate in.

On the other hand, PTCA's greatest opportunity is that the lifestyle of North Americans is changing and people are more interested in their health. For example, people are concerned with healthy eating, increase in exercise and their desire to live longer. Therefore, PTCA can tap into that market resulting in an increase in

membership fee.

Now that the major strengths and weaknesses of PTCA are known, strategies were developed to eliminate the weaknesses and support the strengths in order for PTCA to thrive in the external environment it operates in.

STRATEGY FORMATION

The first step was to take the information from SWOT analysis; as a result strategies were created to solve the problems that were identified. In addition, these problems were sorted in to four areas, which were board member, marketing, financial and administration. Using brainstorming the best three strategies were selected. (Refer to Appendix 3)

DEFINING THREE STRATEGIES

Fire Fighter Strategy

Fire Fighter Strategy is a short-term strategy for rescuing PTCA from its current problems, similar to fire fighters putting out fires in order to save life and property. The main purpose of this strategy is to keep current members and get more funds. There are six points and steps to be completed in the action of rescuing.

1. PTCA should negotiate a new lease with landlord or move out to a new place where it is affordable for it. Since the building owner changed, PTCA does not have a lease. They have to be prepared to move at any time if the building space is rented to another tenant. Therefore, getting a new lease or finding a new place is the first important thing that PTCA has to do.
2. PTCA should rent out the extra room to another user such as a dancing school will be beneficial. Currently, it has two big studios in PTCA, but it only needs one studio for the current class schedule. For this reason, it can either rent the extra space out or increase the number of classes in order to increase income.
3. PTCA needs to double-check their insurance policy. In this step, it will get the chance to negotiate a new insurance policy and possibly reduce the amount of insurance it pays.

4. PTCA needs to do more contract work with their existing alliances; and build new alliances such as GE, Quaker, Siemens and schools. This is a way to increase members and income for PTCA. Also, it should let the instructors know about the activities and how PTCA is distributing the profits. Through the process of collaboration or a focus group, it can encourage instructors to get more involved in the organization.
5. PTCA needs to get the trillium funding. It ought to fix the business plan and marketing strategies based on our suggestions in order to get more funds to enhance their capital base.

Gossip Strategy

The marketing strategy can be both a short-term and long-term approach for PTCA because it all depends on the effectiveness of advertising. In this strategy, there must be a need to spread the news of PTCA fast similar to gossip; giving Peterborough residents a strong impression of the PTCA.

1. PTCA should use marketing strategy such as “Word of Mouth”, to promote the health benefit of Tai Chi. As well as promoting PTCA as a low impact fitness club that lacks emphasis on religious beliefs, and it will be the major differences compared with their main competitors, Taoist Society of Peterborough.
2. PTCA should contact with local media for advertisements or articles discussing PTCA. These would include: Peterborough This Week, the local TV channel - CHEX TV and Chamber of Commerce for free advertising.
3. PTCA should contact students at Trent University and Sir. Fleming College to get a volunteer for their website development and future update.
4. PTCA should advertise its cultures and values, such as its open-minded organization within the low-impact fitness club in Peterborough.
5. PTCA should promote their service fee to the public because it offers the lowest membership fee of \$170 a year as compared to other fitness clubs in Peterborough.
6. PTCA should improve its current marketing strategy which is the three open

houses that run every year. On average each only attracts seven people to join. In order to make open houses more successful, PTCA ought to change their way of advertising. Based on our suggestions from the point two above, they also need to change the flyer into a poster with a picture on it, to attract attention more than a plain flyer. The poster should be placed in local Chinese restaurants, at bus stops and on the streets to make the advertising effective.

7. PTCA should let members know where their money goes and how it helps them. PTCA does not limit their members by class, the membership fees are varied by activity in PTCA.

Swan Strategy

In this long term approach, the purpose is to make a better image for PTCA and improve the inside quality of the organization and make it stronger in order to compete with the competitors. The process of changing needs to take a long time, it is similar with doing Tai Chi, which is a slow, relaxed, continuous and even gestures exercise. In order to make the process of Swan Strategy successful, it must be done step-by-step and continued with patience.

1. The board must have a road map and work accordingly. Using the monthly general meeting and yearly board meeting to discuss and set up the goals for each period.
2. The board of directors should provide training session to the instructors in order to improve their professional skills. Also, the top management should create a collaborate culture to lead instructors involve in PTCA.
3. PTCA should do succession planning by fostering and developing new board members to share the task right now and take over the responsibility in the future.
4. PTCA should develop and enhance its training program by educating, training and fostering instructors at least twice a year. The lack of trained instructors is a weakness to the organization.
5. PTCA should motivate members to get more involved in the organization.

6. PTCA should establish a formal financial budgeting system and analyzing it regularly in order to find out the best way to distribute their money, and work accordingly.

ANALYSIS OF THREE STRATEGIES

To assess appropriateness of each strategy, G6 Consulting Group examined these strategies individually in five different categories and analysed their pros and cons respectively to come up with best possible recommendation. Factors for accessing each strategy are as follows:

- 1. External Environment**
- 2. Resources**
- 3. Competitors**
- 4. Organization Culture**
- 5. Time Limit**

Gossip Strategy

External Environment:

Tai Chi is adopted from Chinese culture; therefore people in North America are not very familiar with this art form, its history as well as its health benefits. Normally in North American society people understand Tai Chi to be one of those fast Marshal Arts self defence techniques. The Gossip strategy will educate the target market in Peterborough about the low impact exercise which Tai Chi is really offering and create awareness in the society of Tai Chi's long term health benefits.

There is a demand for low impact exercise in today's market as fitness is a major issue these days for all ages. Therefore, PTCA should promote their service to reach their target market by this strategy and convince them about the long term health benefits as well as PTCA's competitive pricing strategy in the existing market.

According to Canadian Population Statistics in 2001, G6 Consulting Group has calculated the total population in Peterborough age 15 to 34 was approximately 26860 or 26.22%, age 35 to 54 was approximately 27,920 or 27.26% and age 55 and over was approximately 29,230 or 28.54% ; certainly in today's market the census is much higher as the city is growing constantly. (Please refer to appendix for details statistics)

This strategy will work as it talks about gossip, and seniors' love to gossip thus the marketing could be done by word of mouth which is the most powerful strategy to do effective marketing. If we carefully analyse the above demographic data we can see that the major population in Peterborough is seniors and this number will be growing as the baby boomers are almost in the senior category and in Peterborough the percentage of baby boomers are quite high.

Resources

Currently PTCA has significant shortage in revenue as well as volunteers to do various marketing work but some can be done immediately almost without any extra cost.

Competitors

This strategy will take a while to effect the competitors since the competitors are dominating the current market.

Organization Culture

PTCA must change their perceptions since according to our interview we found that some members are not comfortable to talk about their involvement in low impact exercise like Tai Chi as this may not sound cool to their own age group or the people they know or work with.

Time Limit

This strategy can be implemented in both short and long term and it may take significant long time than expected to take effect in the market. Thus there is no definite time line for this strategy.

Swan Strategy

External Environment:

This strategy will take long time to effect the external environment as G6 trying to change the organization slowly to improve for effective performance and its core competency.

Resources

This strategy is costly and needs lot of man power and dedication for the development; therefore it cannot be implemented at this point of time as Peterborough Tai Chi Association is facing severe revenue shortage as well as lack of dedicated volunteers.

Competitors

As a non-profit organization this strategy may cost significantly more to hire an outside professional trainer to train PTCA's instructors (not professional trainers) twice or more since the competitors may willing to offer those outside professionals even a higher onetime salary than PTCA.

Organization Culture

The organization needs a drastic change in all possible areas to survive in today's market but all these changes require a long term plan. Since the organization cannot afford to wait that long to survive, it must act promptly to take immediate possible solution to survive which we will cover in the fire fighter strategy as well as making sure to act according to swan strategy concurrently for future.

Time Limit:

Time is a major barrier for this strategy; establishing power in the organization, motivating senior members and foster/develop new board member to take over the responsibilities in future requires a lot of time.

Fire Fighter Strategy

External Environment:

This strategy will work in many different ways such as; according to Peter J. Frost, the author of “Toxic Emotions at Work: How Compassionate Managers Handle Pain and Conflict” in toxic environment stress is a major issue in all work place.

In 2000, 35% of Canadian workers reported experiencing stress at work from "too many demands or too many hours," up from 27.5% in 1991. Stress from this source is highest among professionals and managers, at 49% and 48% respectively, but is still high among blue-collar workers (28%) and sales and service workers (29%). By industry, the incidence of stress from "too many demands or hours" is highest in education, health and social services at over 40%. Women are more likely than men to report high levels of stress from overload, and low or medium levels of influence on decision-making at work. (**Public Health Agency of Canada**)

Low impact exercise like Tai Chi, Yoga, Aerobics & Meditation is a very helpful way to reduce some of these stress created by today’s competitive work environment. One of the best low impact exercises is Tai Chi, which delivers long term health benefits and significantly reduces stress. Thus, using Fire Fighter strategy PTCA could do more contract work from their existing alliance such as hospitals, retirement homes and build new alliances such as GE and Quaker where we believe stress is an issue.

“Research at the University of Miami School of Medicine has shown that adolescents with ADHD(Attention Deficit and Hyperactivity Disorder) displayed less anxiety, daydreaming behaviours, inappropriate emotions and hyperactivity, and greater improved conduct, after a five week, two day per week class. Tai Chi meets many of the criteria for mood management techniques recommended for ADD(Attention Deficit Disorder)” (**Health Issues & How Tai Chi & Qigong Can Benefit Them**).

“In 1990, 138,000 prescriptions for Ritalin were filled in Canada for children with ADHD. By June 1998, that number rose to 693,000 prescriptions annually.” (**Attention-Deficit Disorder**)

Therefore, PTCA can target schools in Peterborough area to make more alliances for their contract work. The increase in elderly creates an opportunity for PTCA since their primary target market is aged population.

Last but not least, once a clear mission and vision is set up, it will be possible for them to apply for grants from organizations such as the Trillium Foundation; PTCA applied to Trillium but were not successful in receiving a grant due to lack of organizational skills and a marketing plan.

Resources

Since there is a limited number of instructors available to volunteer to do the contract work, PTCA might not cover all the possible areas as mentioned above. At this point the optimal ways to reach all areas is by better planning and scheduling and by doing their work in a very efficient way for more productivity to maximize the target; such as, instead of going twice a week to a certain area, they should plan to go once and depending on participants interest they can plan how many lessons they can provide each week.

Since PTCA is facing a major financial crises, working according to Fire Fighter strategy they would be able to raise money to support them to solve their core problems, such as rent and moving expenses if they fail to sign a lease for their current location.

PTCA has two huge class rooms and according to their operating hours it is possible to sublet them to another school for their use and in exchange PTCA can make some extra revenue to solve their rent problem.

If PTCA fail to negotiate the lease with the present or future land lord since the premises is for sale, this strategy would limit them in certain activities and could cause a major problem to find a different premises which would satisfy their requirements.

Competitors

By gaining more members this strategy will fight against their competitors mainly the Taoist Tai Chi Society, PTCA's major competitor.

If PTCA follows Fire Fighter strategy, they will be more proactive in competing with their competitors such as “The Taoist Tai Chi Society”.

Organization Culture

The current organizational culture is quite appropriate to fit this strategy since the Board Members are meeting at least once a month to discuss changes and improvements.

The current experienced instructors can work as middle managers to motivate all members and choose the best and responsible ones to lead and ultimately designate them future instructors and train them by professionals to carry on. The motivation is a key as the entire organization is running voluntarily.

The Fire Fighter strategy will best perform due to PTCA’s relaxed culture environment, where people are friendly and understandable; thus it will attract more people for membership instead of cult culture environment in some of their competitors, such as The Taoist Tai Chi Society.

Since we began our interview process with the board members they realised they not only have marketing problems but also that they need a strategic audit to make their organization function better and more efficiently. Therefore, our strategy will motivate them to follow what needs to be done to minimise their problems and maximise the output.

Time Limit

This strategy is a short term strategy and it is not for huge growth of the organization. This strategy would give the PTCA enough tactics to survival for the fittest. And it can be adopted at any point of time.

OUR RECOMMENDATIONS

Taking into consideration all the external environment support, resources and cultural values that PTCA currently achieved we recommend PTCA to adopt Fire Fighter strategy to stabilise their financial crisis and at the same time follow the other two strategies concurrently as Board Members do their planning.

IMPLEMENTATION OF RECOMMENDED STRATEGY

Fire Fighter Strategy

1. First negotiate the lease with the current and/or future owner; if successful sublet one of the class rooms to increase revenue for the rent.
2. If PTCA fails to negotiate the lease, get a temporary place to move
3. Plan for how to approach their interest groups and alliances and make report which includes different Tai Chi health benefits for different interest groups and alliances.
4. Publish different packages for different interest groups and alliances in which it includes detailed activities such as number of lessons and so on for instructors, alliances and different interest groups. This way PTCA can insure alliances so that they know what a program looks like and at the same time instructors will know how to tailor their classes to a specific alliance or interest group.
5. Modify the marketing plan by a professional volunteer or funding from the government or other sources.
6. Find the most cost effective insurance in the market.
7. Analyse the financial budget and find out which strategy is bringing more money to the organization and work accordingly.
8. Targets should be reached in 1 year.

CONCLUSION

Our three strategies are dealing with three key issues of PTAC: The fire-fighting strategy helps PTAC to survive from the current negative situation (tough competition, decreasing membership, and limited financial resources); the gossipy strategy deals with the weakest part of this organization — marketing aspect; and the Swan strategy is set up as a long term strategy to re-build the organizational operations and managerial concepts.

We see the “Fire-fighting Strategy” as the optimum choice and an efficient way to help PTCA to turn a current negative situation around. Financial shortage and

decreasing membership cause the survival crisis of PTAC. This strategy is designed to relieve PTAC's key problems.

The "Gossipy strategy" is the marketing strategy. It can be used along with the fire-fighting strategy. We noticed that the PTAC does not have a formal and effective marketing plan. However, the efficiency of this strategy cannot be measured by time. This strategy can be used along with other short term or long term strategies.

Eventually this organization needs some deep changes to fit its external and internal environment. For a period of 3 to 5 years, the Swan strategy will give this organization a more thorough modification. Hence, this strategy influences both the top management group—the board of directors and instructors. It will inject the new management concept into this non-profit organization. PTCA is in a difficult situation. We tried to provide a specific strategy to deal with their present emergency. As a long term strategy—the Swan strategy will strengthen PTCA's "physical health" to fit or compete with external changes and challenges.

Work Cited

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APPENDIX