

# Member Engagement In The Fitness Industry

## Step By Step Guide

The image displays three key components of the automation workflow:

- Automations:** A table listing existing automation campaigns.
- Campaign Parameters:** Configuration options for a specific campaign, including a trigger condition and a target audience.
- Email Editor:** A visual editor for an email template, showing a preview and a sidebar of content blocks.

Name	Status	Action
Referrals <small>Created: 08/03/2023</small>	Draft	[Copy] [Edit] [Delete]
Tour Incomplete <small>Created: 08/03/2023</small>	Draft	[Copy] [Edit] [Delete]
March 2023 - New Leads Journey <small>Created: 08/03/2023</small>	Draft	[Copy] [Edit] [Delete]
CNY - New Leads Journey <small>Created: 08/03/2023</small>	Draft	[Copy] [Edit] [Delete]

**Campaign Parameters**

- If interest: [Dropdown]
- equal to: [Dropdown]
- Spin Class: [Dropdown]
- Send Email  Send SMS  Send WhatsApp

**Email Editor: Olympic Fit**

Ready to join our Advanced Spin classes?

Hello, Laura!

You told us you're big into `{{interest | spinning: ' '}}`-ready to join our advanced class?

Kind regards,  
Michelle, Olympic Fit

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# Introduction

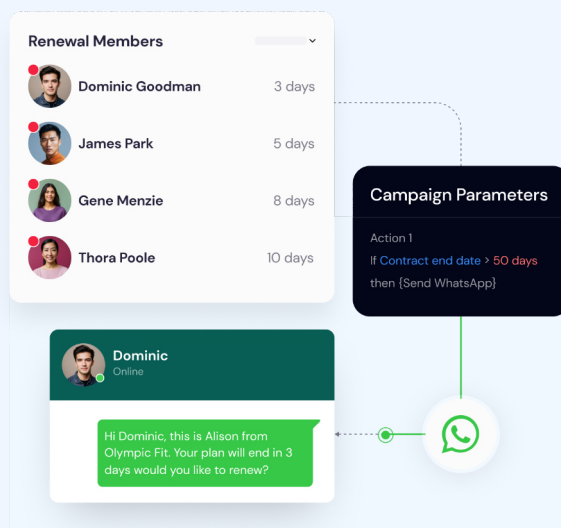
The fitness industry is growing. Fast. According to [RunRepeat](#), the fitness industry is expected to generate \$216 billion in revenue by the end of 2023. And that growth is expected to continue, increasing to \$435 billion by 2028.

On the one hand, it looks like the world is trying to get healthy. On the other, it means competition in the sector is getting fiercer. Coupled with changing consumer expectations, gyms and fitness operators are having to work harder to not only attract new members but keep them as well.

So, the fitness industry is at something of a crossroads. While the industry is growing rapidly and there are new members ever on the horizon, it's going to get harder and harder to be the club or gym who attracts them. And potentially more expensive too. It's also important to recognize that much of the time, one operator's newbie is another operator's lost member.

For operators to sustain growth and revenue, they need to successfully build lasting connections, foster commitment, and create an unforgettable fitness journey. This end-to-end experience will shorten the sales cycle, lowering the cost of acquisition and making new members profitable faster. It also lengthens memberships, increasing member lifetime value.

## Defining Member Engagement



Member engagement is fast becoming a buzzword in the fitness industry. However, it is a critical component of any fitness sales and marketing strategy.

It defines the relationship between operators and their members across a panoply of interactions, designed to move away from the transactional to a long-lasting, trust-based, and mutually beneficial relationship. Member engagement encompasses the entire spectrum of touchpoints between fitness operators and their members, from the very first interaction 'pre-sale' to the most recent workout session.

## Why Membership Engagement Matters

It's about more than just fostering a friendly atmosphere or earning loyalty points. It's about creating an engaging and rewarding experience that's so positive that loyalty doesn't need to be rewarded.

Engaged members are not only more likely to stick around; they're also more likely to spend more on ancillary sales, upgrade their memberships, and refer friends, family, and co-workers.

Engaged members are not just active participants in terms of attendance and classes, but within the gym community too. They see the gym as a home away from home. A sanctuary from the stresses of life, a place where they can work out, decompress, and hang out with like-minded individuals.

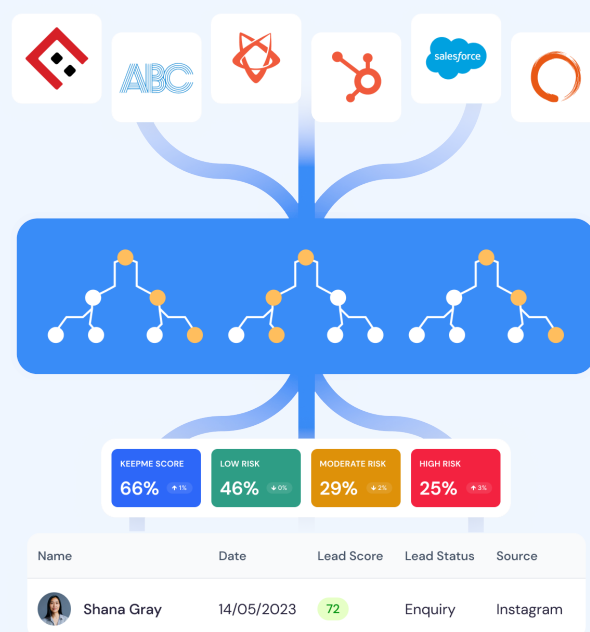
Engaged members are champions of your brand and advocates who genuinely care about their fitness journey and the role your fitness center plays in it.

This is the core of why membership engagement is more than marketing babble. It's a foundational strategy for success in the fitness industry. In the chapters that follow, we'll explore the nuts and bolts of how fitness operators can turn this theory into a practical, effective strategy for their business.

# Chapter 1: The Foundation of Member Engagement

To stand any chance of building meaningful relationships with your members, you need to understand them. This can be tricky without robust processes, as it's easy for data to end up in silos, lost, or just held in someone's head.

Your ability to capture and **consolidate data** is directly linked to your ability to engage with your audience. Member engagement strategies are not built on guesswork or assumptions; they rely on concrete, actionable insights derived from historical and real-time data.



## The Role of Data

Data is one of the most valuable resources in any industry. Customer (or member) insights, behavioral data, purchase history, search history, favorite brand, and even favorite color all help businesses understand their audiences.

The fitness industry is no different. The ability to capture relevant data about your members allows you to navigate a highly complex landscape of preferences, behaviors, wants, and needs.

The more data you have the clearer the picture becomes. The challenge lies in firstly capturing the data, secondly understanding and thirdly putting it to use in a way that drives member engagement.

If you can overcome the first challenge then the second and third can quickly be worked out. Consolidating your membership data into one place lifts the 'data fog' and gives you one source of truth for each of your members.

Once you can see all your member data then understanding quickly follows, and from there you can start to build your tailored engagement strategy. Data acts as a bridge, connecting operators with their members in a more meaningful and effective way.

## The Power of Historical Data

Historical data contains insights into member behaviors, preferences, and engagement patterns over time. It allows you to identify trends compared to one-off activities and take action accordingly.

On the one hand, repeated behaviors give you a clear insight into what your members like and their routines. It gives you a solid platform upon which to engage with your members.

Essentially you know what they like or are interested in and you can serve them content, offers, and other information relevant to those interests.

Because of those behaviors, it's easy to spot changes. As mentioned, sometimes it's an anomaly. For whatever reason a member's routine changed slightly. Or they tried a new class. These deviations open up opportunities to upsell memberships or promote classes.

Other times it could foreshadow an issue such as a member disengaging from your gym, in which case you need to take action immediately.

The more data you have to build on the more you can do with your membership engagement efforts.

## Capitalize on Real-Time Data

While historical data provides essential context, real-time data tells you what your members are doing in the now. It includes current member behaviors, check-ins, app interactions, and more.

Real-time data provides operators with a live feed of member activities and reactions to engagement efforts. While historical data is useful to reflect on, especially when it comes to campaign performance, real-time data gives you the agility to adapt and refine strategies as they unfold.

Just as wearable tech provides members with a real-time count of their heart rate, calories burned, and how their body is responding to the exercise, real-time data does a similar thing for your business.

Real-time data provides the means to spot trends and patterns as they happen. This gives you a significant edge as you can take immediate action as opportunities or issues present themselves.

Real-time data, at its core, allows you to make rapid, well-informed decisions. While historical data can give you the same level of insight, the fact that it's in the past prohibits you from taking timely action.

# Blending your Data

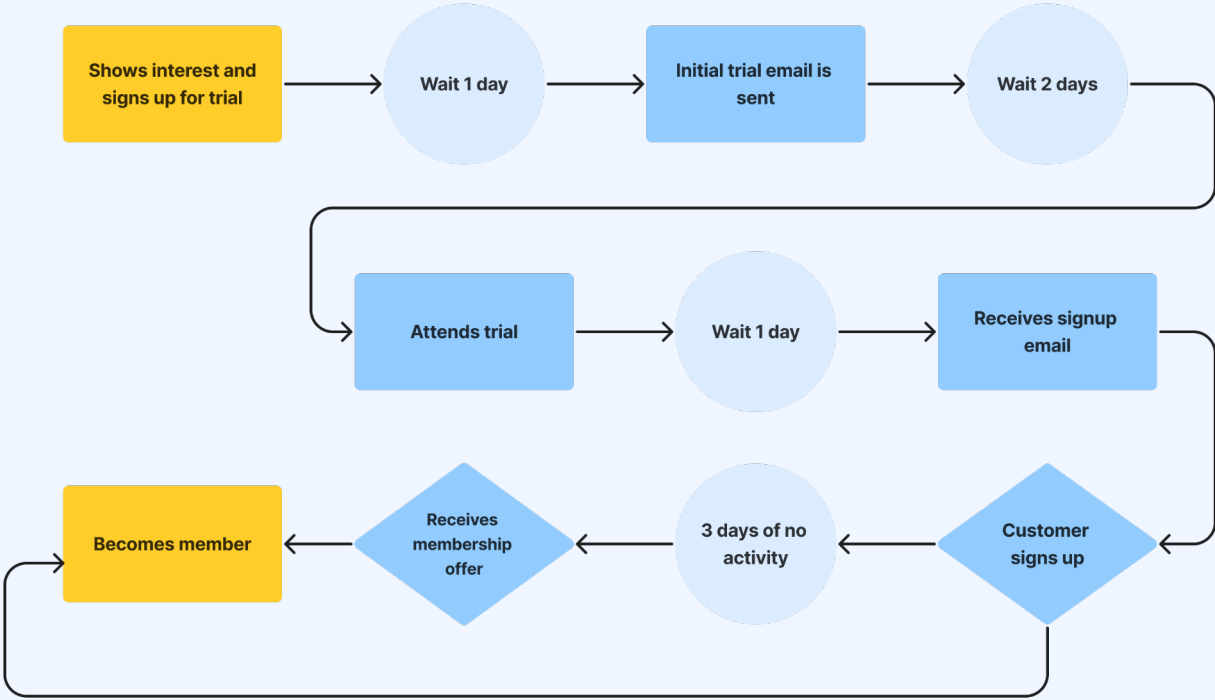
To get the best results from any kind of member engagement campaign or activity, you need to blend both types of data. While real-time data can highlight a behavior change, historical data will tell you if this is part of a growing trend or a new direction of interest.

In isolation, these two data sources cannot give you the whole picture. One can allow you to build campaigns based on extensive membership data records. The other can capitalize on opportunities or change in behavior.

Combining them is putting the past and present under a single lens. In doing so you can turn historical insights into real-time actions, crafting personalized member journeys and fostering stronger relationships.

Using both types of data, **automation**, and smart triggers, you can engage with members on anything from interest in a new class to a sudden drop in attendance.

Sometimes, just showing a member that you've noticed they have been attending less often is all they need to re-engage and feel valued as a result.





# Chapter 2: Knowing Your Members

There's a term that gets used in marketing more and more: 'show me you know me'. In other words, prove to me that I'm more than just a number.

For eCommerce companies that's difficult because their customers are numbers. Depending on what they're selling the relationship can be deeper than just supplier and consumer, but not by much.

For the fitness industry, it's a different ball game but with different expectations attached.

Members interact with your gym on different levels multiple times a week. Whether members are receiving communications from you, attending classes, or working out on the gym floor, they're coming into regular contact.

But that means, as far as your members are concerned, you do know them. This presents a challenge as while your gym staff, personal trainers, and nutritionists may know your members well, this doesn't always translate into communications.



## Collecting and Analyzing Member Data

Before you can demonstrate you know your members, you need to know your members. That means you need an effective process for capturing member data and a centralized place to store it.

On a human level, that means you need your team to **record interactions with members**. Not the entire conversation verbatim, of course, but key talking points. This could include expressing an interest in talking to a nutritionist, curiosity about different membership packages, or wanting to cancel their membership.

These conversations provide reliable, actionable information that allows for quicker responses to emerging problems or opportunities, then, leaving it to an algorithm to predict churn. Although the algorithm is important, 'human intelligence' allows for a more immediate reaction.

Whatever those conversations are, they need to be captured along with all the other data relating to your members.

You need to be able to create one source of truth that covers every interaction you've had with each of your members from their inquiry form to the present moment.

## Segmenting Your Member Base

Once you've got the data, you need to segment it. Segmentations allow you to quickly and easily build cohorts to create campaigns around.

For example, male and female members that have a preference for spin class or have attended a spin class in the last 6 weeks, aged 25-34.

The deeper your segmentation the more you can do with the data. But needless to say, the more segments you have, the more nuanced your communications can become.

For example, rather than just segmenting by 'yoga', go further and segment by the different types of yoga you offer.

Similarly, if you offer martial arts, split them out. Or go further still and separate karate into Goju-ryu, Shotokan-Ryu Wado-ryu, and Shito-Ryu.

Although to an outsider, karate is karate, to those training, these are crucial differences. Therefore, the communications may need some finesse before they go out to demonstrate that deeper understanding.

Regardless of how deep you go with your analysis and segmentation, the objective is to create a full and clear picture of each of your members so you can show them you know them.

## Behavior and Activity Tracking

Although monitoring your members' behavior may seem a little 'big brother', in reality, it's an effective way to maintain their welfare and happiness at your fitness center. And provide them with relevant information, incentives, rewards, or suggestions to further enhance their gym experience.

By monitoring member attendance, how long they're spending in the gym, and what they are doing while they are there you can build a clearer picture of their fitness journey.

You can also spot any potential drop-offs in attendance and take pre-emptive action before they become a churn risk.

Ultimately the more you know about their gym habits and interests, the easier it is to engage with members about the things they care about.

Again, the key to effective behavior monitoring is the ability to pull all that data together. Your systems don't need to talk to each other but you do need to be able to pull all the data into a single profile.

Without this 360-degree view of your member activity, it's very difficult to react to negative changes in behavior, respond to upsell opportunities or talk to your members at all.

## Demographics and Preferences

Capturing member activity is one thing. But you need to capture who they are and what they like too. Demographical data is often overlooked as a useful source of information. Other than name it's not always clear what sits in demographical data that can be of use.

The fundamental thing you need to understand about member engagement is everything is important when it comes to your members. Demographical data includes their date of birth - send them a birthday card. Not an email. A card. You also have their home address.

Better still hand deliver it when they're next in the gym.

Nothing says 'I see you and value you' more than celebrating their existence.

Demographic data can also include their gender, marital status, income, education, religion, relevant medical conditions, and more.

While you won't be capturing all of this information, you have some of it. If you know someone's divorced or widowed, maybe don't send that member a Valentine's Day free guest pass promotion. Either have an alternative message to go out on a different day or have a different offer lined up. The information is there to be used.

Your members should also have disclosed any medical conditions or physical disabilities that could impact their workout regime. This information can be used, sensitively, to provide those members with workout routines tailored to their requirements.

You should also be capturing member preferences. You can get some initial information when they either submit an inquiry form or talk to a member of staff about joining your gym.

Finding out what classes they're interested in, what sports or martial arts they currently enjoy, and what they hope to gain from their fitness journey are all important things to understand. Especially from the perspective of building a trusting relationship between you and your members.

## Zero-party and First-party Data and Preferences

It's important to understand that you can capture preference data by different means. Members can supply information to you (zero-party data) and you can capture it (first-party data).

Both are entirely valid approaches and, like historical and real-time data, serve to corroborate one another. Using your first-party data you can observe member behavior and, from that, determine preferences. This can then be compared to that member's stated preferences and see how they stack. Whether the two types of data match or not, you've learned something about your members and it can inform how you engage with them.

## Identifying Engagement Metrics

With everything above in mind, you need to identify what metrics you want to keep track of to determine engagement levels. This is essentially a means with which to measure the success of your membership engagement efforts.

Setting aside the marketing metrics for things like email marketing, there are ways of measuring engagement in your fitness center.

You should be considering the following:

- Membership Attendance
- Duration of attendance
- Membership attendance compared to the previous month / period
- Duration of attendance compared to the previous month / period
- Equipment usage
- Classes booked
- Classes attended
- Ancillary sales spend

## Member Persona Sequencing

Crafting messaging for your brand isn't just about words; it's about understanding your audience and tailoring messages which resonate deeply with them.

Every individual engaging with your fitness club or facility has unique motivations, concerns, and aspirations. Even within similar demographics, the differences in lifestyle, goals, and perspectives are vast. Hence, a one-size-fits-all message falls flat in making a meaningful connection.

**Persona sequencing** involves understanding and tailoring messages to different groups or personas within your fitness community. By segmenting members based on their motivations, preferences, and needs, fitness operators can create personalized messages that resonate deeply with each group. This approach allows operators to craft specific, targeted communication strategies for users, champions, and decision makers, ensuring that each segment receives messages tailored to address their unique concerns and desires.

Implementing persona sequencing enhances member engagement by fostering stronger connections, addressing individual needs, and creating a more relatable and impactful communication strategy within your fitness community.

## Members - Daily Connection

These folks prioritize a fitness routine that seamlessly fits into their lives. They want convenience, varied classes, expert guidance, and a supportive community.

Imagine targeting busy professionals:

*"Start Your Day Right! Join our 6 AM HIIT class—perfect for go-getters. No need to sacrifice sleep; conquer your day with us."*

## Champions - Overcoming Challenges

These are the motivators who help others embrace fitness. They resonate with stories of overcoming barriers.

For instance:

*"Meet Alex, Our Transformation Ambassador! From desk-bound to marathon-ready, Alex conquered time constraints with our personalized training. Let's break barriers together!"*

## Decision Makers - Impact & Family Focus

For those making decisions, highlight the broader impacts: family health, bonding, and overall well-being:

*"Unlock Family Fitness Fun! Join our program for stronger bodies and closer bonds. Grow healthier, happier, together!"*

Dive into [Crafting Targeted B2C Messages: Persona-Based Sequencing](#) to learn more.

# Chapter 3: Building Relationships

## The Importance of Personalization

The benefit of all the data you've gathered is that you can put it to use creating highly personalized member engagement campaigns. Everything from preferences to length of membership can all be used to create campaigns that effectively communicate how well you know your members.

After all that is ultimately the objective. To make your members feel part of your gym community and valued by you as a business. The more data you have, the more work you do around segmentation, and the more effort you put into your campaigns, the greater the rewards will be for you. Both in terms of retention and upsell opportunities as well.

## Tailored Communications

Tailoring your communications to your members is dependent on the amount of data and how well-segmented it is. And how robustly your engagement strategy has been built. Personalizing your communications is great but you need to understand what your objectives are. You need to know what actions you want your members to take once they've received your email, SMS or [WhatsApp](#) message.



Understanding what membership data you have available will determine how personalized you can be. Your approach to your engagement strategy will determine how personalized you will be.

The important thing to understand when tailoring any kind of personalized engagement campaign is you have to put your needs second. While you can steer your members towards certain outcomes, it can't be at the expense of the experience. It's not personalized if you're pushing the products you want to sell over the products they're interested in buying.

## Personalized Offers and Content

This is where all the hard work you've put into your data segmentation starts to pay off. The more data points you have, the easier it is to personalize offers and the content you share.

Members with diabetes, for example, can benefit from content about healthy eating and gym habits for diabetics.

Members who want to play Squash would respond well to a sale on Squash rackets. Or a guide to improving their accuracy.

While approaching your communication and engagement strategies in this way requires more work at the setup stage, by adding in automation, you're setting yourself up for long-term success. Because once you've built out each of your automations with the established parameters, those campaigns can run indefinitely. So every new member will get the benefit of an increasingly sophisticated and personalized member experience from the moment they submit their inquiry form.

## Loss Aversion Psychology

The exploration of [loss aversion](#) in fitness marketing reveals a powerful psychological tool.

This cognitive bias, preferring to avoid loss over acquiring equivalent gains, deeply influences decision-making. Understanding its impact allows fitness operators to craft compelling engagement strategies that ultimately fuel retention and acquisition.

Leveraging tactics like limited-time offers, transparent communication on fee adjustments, flexible membership plans, personalized progress tracking, trial periods, and social proof can positively engage members by alleviating their fear of loss.

Furthermore, effectively communicating facility changes, involving members in decision-making, and strategic upselling/upgrading capitalize on human emotions while enhancing the member experience.

Acknowledging and utilizing loss aversion isn't about manipulation but guiding individuals authentically on their fitness journeys, ensuring mutual benefit for operators and members.

## Effective Communication Channels

Knowing which channels work the best for your members is important. Capturing this data early on will help you to create the member experience that your members want.

While email is the go-to, and most widely used channel, it's not always the way to go. Depending on what you want to achieve from each touchpoint.

Where possible, use all the channels available to you to engage with your members. While keeping your communications timely and relevant.

## Using Email, SMS, and WhatsApp

Aside from your website and social media platforms, email, SMS and WhatsApp are your best means of communication with your members. Depending on the channels they have opted into, of course.

While you should approach each channel differently from a content perspective, how you approach the engagement campaigns is the same. Create relevant messaging, information, and offers based on the cohort you want to target.



How you communicate is where things get more interesting. **Helpful content, fitness guides, nutrition infographics, and other informative content are best sent by email.** It's a much better medium for presenting a lot of information.

However, if you want to do a flash sale or a limited-time offer, text or WhatsApp is the way to go. It's much easier to create a sense of urgency in this medium, and it doesn't have the same kind of spam filters that emails have. Therefore it's much easier to use 'sales speak' to create that sense of urgency.

According to **Insider Intelligence**, text messages have a read rate of 97% within the first 15 minutes and an average click-through rate of 20-35%,



**Attentive** reports that 63% of consumers who subscribe to SMS marketing purchase as the result of a text message within three months.

So, used in the right way, SMS and WhatsApp can be powerful weapons in your gym marketing arsenal. However, the objective is engagement, not just selling so if you do go down a product / sales route with these channels make sure to keep the products relevant to the member you're sending it to.

One of the most important things to understand about SMS and WhatsApp marketing is it's a far more personal means of communication than email. Emails can be ignored or go to junk.

An SMS or WhatsApp message is right there on the screen. If you're going to interrupt a member with a marketing message in this way, you need to make sure it's a good one.

On a more holistic level, because open rates are so high for these channels, SMS and WhatsApp messages are also ideal for updating members if lessons are canceled, or there's been a change to the timetable. Or even a new flavor of smoothie.

Again, with the right data and technology stack, these can be automated so you don't need to lift a finger.

## Creating a Consistent Member Experience

Whatever channels you use to communicate with your members, you need to be consistent. Every blog, email, and text message needs to feel like it's come from you.

There is an element of practice to this. The more you create content and campaigns the easier it will be to find 'your voice'. Any guidelines around tone of voice should be distributed to anyone who is going to write on behalf of the business so that consistent messaging is established.

But more than that, you need to establish within your organization an agreed approach to your membership engagement. Nothing should go out that isn't personalized to your members and doesn't add value.

To be clear, that doesn't preclude product emails or any kind of offer or incentive. Rather, such offers or incentives need to be relevant. That is to say, rather than sending a generic gym ware email, you should be sending personalized emails that:

- Show products your members have either
  1. Expressed an interest in or
  2. Purchased a product of a similar type or from the same brand
- Those products should be in their size

And in a color the same as or similar to colors they have purchased before

Although it's reasonable to assume that your members like more than one color, the context of the message is 'Because you bought A, B, and C, we thought you'd like X, Y, and Z'.

You're showing them that you know them.

## Storytelling and Emotional Engagement

Fundamentally, what you're trying to achieve is some kind of connection with your audience. You want them to feel something when they open an email or read a blog.

And preferably you don't want that emotion to be an annoyance.

To bring this full circle, the content you produce and how you communicate it helps your members to feel seen, understood, and valued by you and your business.

Not every blog has to be shared with every member, nor should they be. You can do so, but if you're trying to form a connection with your members then a more tailored approach is advisable.

Use your member data to create multiple engagement campaigns so your members see the content that is of greatest relevance to them. The more you refine this process the more of a connection your members will feel.

When members feel a deeper emotional connection to your gym they are more likely to not only evolve from a retained member to a loyal customer, but to an advocate as well.

# Chapter 4:

# Member

# Engagement Tools

However lofty your ideas are about engaging with your members, it's impossible to do it in any meaningful way without technology to back you up.

Realistically, unless you operate a boutique gym with a very small, very exclusive, membership base, attempting any kind of manual membership engagement process would be impossible.

There simply isn't enough time in the day, and the required staffing would make any return on your investment minimal to nil.

The success of your member engagement strategies, therefore relies on using the right tools for the job. To meet the high expectations of your members, and forge the relationships that lead to long-term membership retention, you need to hit all the right touchpoints, at the right time, in the right way.

## Membership Engagement Platforms

There are some tools operators just need to have and [member engagement platforms](#) are one of them. These communication hubs manage interactions with members, removing a large proportion of the manual work involved. This improves efficiency and reduces errors, or members getting missed.

Different platforms have different features but you should be looking out for communication tools like sales management, email and SMS functionality, automation, active tracking of leads and member behavior, and [custom reports](#).

Fitness operators can leverage these platforms to streamline member engagement processes, providing a unified experience for both members and staff.

## Marketing Automation

Whether [marketing automation](#) comes baked into your membership engagement platform or as a standalone tool, automation allows you to create targeted, personalized communication campaigns.

Providing you have the means to consolidate your member data - such as in a membership engagement platform - you can create automation for anything from initial inquiry to attrition prevention.

The effectiveness of your marketing automation will rely entirely on the integrity of your data. It needs to be accurate and segmented so members get dropped into the campaigns that are of the greatest relevance to them.

Adopting a more tailored, targeted approach delivers greater value and helps members feel ‘seen’ and understood. Especially if you’re sending them emails offering them products, or classes that they have a genuine interest in.

Putting the members at the heart of the campaign rather than a specific message or product will dramatically increase retention and ancillary sales.

Not least because, with marketing automation, rather than pushing a collection of generic products, you can offer tailored products right down to the size and color, if you so choose.

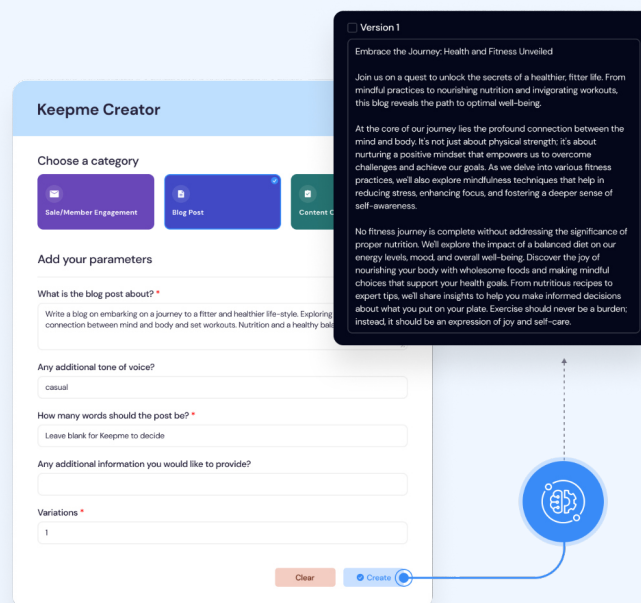
The result is enhanced member communication, increased brand loyalty, and improved overall engagement

## AI and Machine Learning Applications

Artificial intelligence is part of our everyday lives. From search engines to music recommendations. AI can be put to use modeling member behavior making it easier to spot members who are at risk of canceling their membership.

By providing the AI with your membership data it can build an accurate model of member behavior. So it can predict which members are likely to cancel, and which members are likely to respond favorably to an upgrade or package.

It can also flag any sudden change in behavior so your staff can take action to remedy the cause and mitigate the risk of churn.



AI can also be put to work in the form of generative tools that can create content on your behalf. Considering the expectation from the search engines algorithms to **produce great blog content**, this can be a game changer in terms of lead generation. The more leads that come to your website via search, rather than paid ads, the lower your costs become and members become profitable sooner.

Generative AI can also be used to write emails and social media copy allowing you to create a variety of emails to meet the needs of your email marketing campaigns.

If you're aiming for [demand generation](#) and planning to create content that nurtures your audience until they're ready to join, utilizing generative AI content writing tools can significantly ease the workload. It streamlines the heavy lifting typically required to execute this strategy effectively.

## Data Analytics Tools and the 360 View

All this functionality isn't much use without the ability to dig into the data to understand what's working, what's not, or who your best salesperson is.

Your ability to derive meaningful insights from your data is fundamental to your success. Analyzing trends, preferences, and behaviors, allows operators to make more informed decisions about everything from sales to retention.

These tools provide the necessary intelligence to tailor offerings, anticipate member needs, and continually refine the overall engagement approach.

But it's important to understand out of the box reporting will only get you so far.

You need to be able to pull together the data you need to drill down into minutiae. If you're not able to see specifically where the leads are coming from or, more to the point, who is closing them, then you're hampering your own sales efforts.

You need to be able to see who your sales rockstars are and who needs additional training. Similarly, you need accurate data on how many leads you get a week and how many of those convert so you can forecast with precision.

Some systems just take the average number of leads and divide it by the number of days in the month. This sets your sales team unrealistic targets so they're always playing catch up. You need specific, accurate, and attainable numbers.

And, ideally, you need all your data in one place so you get a complete 360-degree view of how the business is doing. Anything less and your reporting won't give you the insight you need.

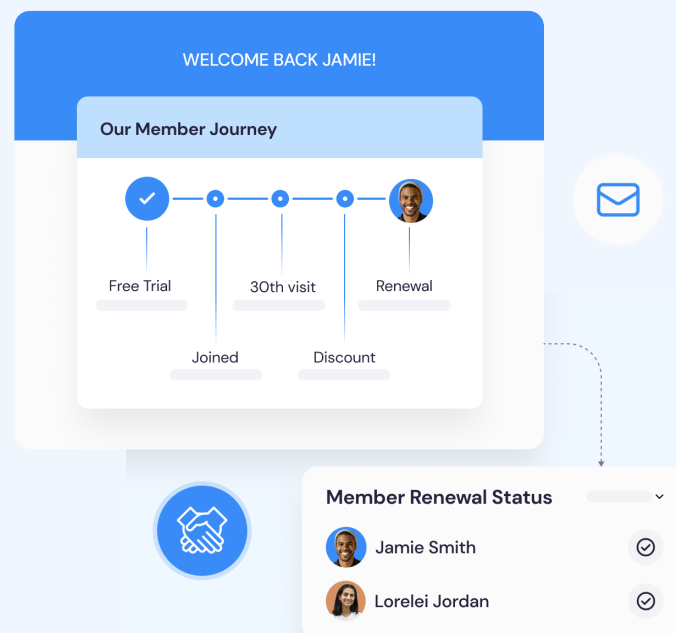
# Chapter 5: The Engagement Journey

Recognizing the importance of engaging with your members and being aware of the technology stack available is a positive start. However, engaging with members is not a one-and-done campaign.

Rather it is an ongoing process of improvement and iteration to deliver the most relevant and rewarding experience for your members. While shortening the sales cycle, and boosting retention and ancillary sales.

The member engagement journey begins the moment a lead submits an inquiry form and will continue throughout their time with your gym. The longer that relationship lasts the more sophisticated and personalized the engagement journey becomes. Simply because you'll know more about them.

Let's explore the various stages of the engagement journey, from effective onboarding to ongoing campaigns, tracking, and adjustments.



## Initial Contact

Although it would be simpler to start the engagement journey once a lead becomes a member, engaging with your leads early on makes it far more likely that they'll convert.

After all, you're trying to create an experience and a community that members will want to stay part of.

So as soon as an inquiry comes in, they should be dropped into an initial nurture sequence that introduces them to you and your fitness center.

This email sequence doesn't need to be long but should be built around:

1. Learning as much as you can from your prospect by asking them to complete an initial questionnaire (this can include any health conditions you should be aware of)
2. Establishing the value of joining your gym - both through the communications themselves and your facilities
3. Getting them to either book a trial or a tour...or indeed sign up

Ultimately the objective is to turn them into happy, engaged, and paying members. So establishing the value early on in the process is key.

If you can get potential members to a point where they're already enthusiastic about your gym and what you're doing from an engagement perspective, then signing them up should be a formality.

But you then need to keep that going...

## Member Onboarding

A smooth onboarding process sets the tone for a positive member experience. It's more than just giving a tour and handing over a schedule; it's about making your new members feel welcome and supported. If you've already laid the groundwork with an early engagement campaign before they joined, it's important to keep that communication going.

Once you've established the level of engagement, your new members will expect that moving forward. So building your processes and your campaigns is essential.

### What they Need to Know

An initial email confirming their onboarding is a good start. But use it as an opportunity to communicate what they need to bring, whether that's paperwork or just a water bottle.

It's also an opportunity to help your new members feel at ease. Joining a new gym can be intimidating. Especially if they have body confidence issues, they've been out of fitness for a while or they're just worried about the vibe.

This can be a good opportunity to share testimonials - especially video testimonials - from similar members who have had a positive experience at your gym.

Establish certainty and build confidence. It will make the onboarding process much smoother.

## Personalized Welcome Communications

Ahead of any onboarding or orientation, there are several ways you can prepare your new members to help them integrate into the gym community.

Firstly, a personalized greeting from the member of staff assigned to give them their orientation. This can be an automated email, delivering a templated email that can be set up for your entire staff.

It's up to you how personalized you want to get. If you have the data, you can create different versions of the email depending on where their interests lie.

Also, make sure any emails are up to date. It'll dent your credibility if a staff member looks dramatically different in the email than they do in person.

You can even go a step further and send a text message from the staff member the day before to remind them of their appointment.



## Virtual Tours

A comprehensive tour that not only showcases the facilities but also introduces them to available services like personal training, classes, or wellness programs.



Virtual tours help to familiarize new members with the facility before they arrive. This will make integrating into the gym and the gym community much easier as they will naturally feel more confident finding their way around.

Making that tour available indefinitely allows members to refer back as needed. Especially if they've forgotten where certain classes are held or who to speak to about signing up.

## Talking Heads

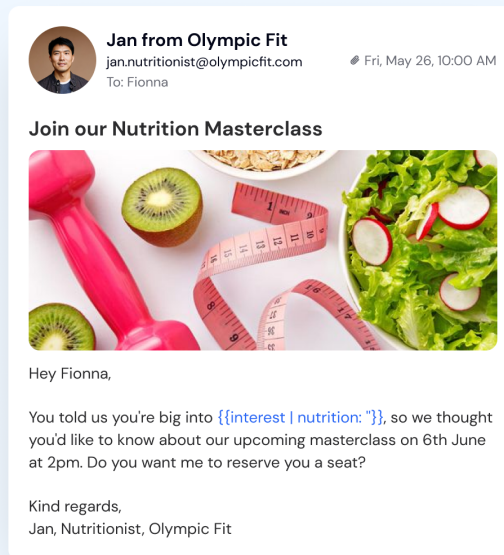
Record short intros with all of your staff and make them part of the onboarding.

Walking into a gym and recognizing staff members is a different experience compared to walking into a room full of strangers.

Each video only needs to be a few seconds long - just who they are, what they do in the gym, and what they can help with. The value-add is off the charts and will make a significant impact on a new member's comfort level.

## Engagement Campaigns

Once the initial onboarding is complete, the next step is to maintain and boost member engagement through well-thought-out campaigns. Needless to say, what works for one member won't necessarily work for another so well-thought-out means detailed and personalized.



## Communication Strategies

It's important to understand that just as one member will respond more favorably to an offer than others, different members prefer different means of communication.

Email marketing is still the dominant and preferred method for most consumers. While it's somewhat interruptive, recipients have much more control over when they check emails and even what makes it into their inbox.

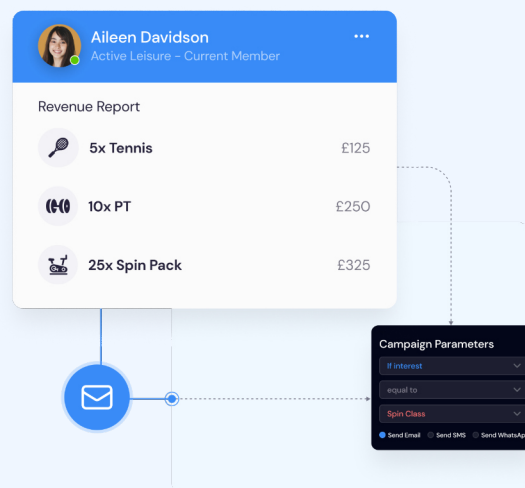
SMS and WhatsApp, on the other hand, are far more interruptive. We'd go so far as to say they are darn near impossible to ignore. The open rate for them sits between 95-98%.

Needless to say, operators should be using the preferred channel stated by each member to send communications. If members have stated multiple channels then test the channels, look at the data to determine which channel performs the best, and then focus on that.

The challenge, regardless of the channels you use, is making sure the communication is personalized, relevant, timely, and with clear actions for the recipient to take.

## Personalized Communications

During the average member's time with a gym, they share a huge amount of data with you. Their initial inquiry, every time they visit the gym, feedback questionnaires and NPS surveys. Whether it's first-party or zero-party data, it all helps to build a picture of your members.



The longer members are with you the clearer that picture becomes.

This presents something of a chicken and egg scenario. You need the data to effectively engage with your audience. But you need your audience to be engaged to gather the data.

In reality, it comes down to segmenting the data you have. It may mean your early interactions don't perform as well, but even an email that falls flat tells you something.

The important thing is to try.

Utilizing what data you have, you can create campaigns that will be of most relevance to your various members. So rather than telling your entire membership base about hot yoga, only tell the members who have expressed an interest in, or have attended a yoga class.

Admittedly, there is an argument that you're excluding members who might be interested in yoga. But there are two important considerations.

Firstly, these campaigns are about engagement so you want to talk to members about the things you know they're interested in. The more engaged they are the longer they will stay with you and the more likely they are to upgrade or spend on ancillary services.

Secondly, if you're keeping in regular contact with your members, you can quickly identify where interests have changed, and drop members into those campaigns accordingly.

## The Role of Promotions and Challenges

Promotional offers need to be handled with care when it comes to engaging with your audience. The value needs to come from attending the gym and being part of the community. Not about getting money.

This is why introductory offers are risky as you're training members to look at their gym membership as a cost, rather than a necessity. By devaluing your service you're telling those members it's only worth the reduced rate, so when the offer ends, they'll just go elsewhere.

So, if you want to run promotional offers avoid doing anything that would discount their membership, unless you're going big and offering an annual membership for free.

Instead, look at discounts on products or ancillary services such as the hydration station as ways to maintain engagement. But, again, look at the data to make sure you're offering members discounts on something they would actually buy.

Ten percent off the price of cycle shorts isn't much help to someone who doesn't cycle. Those members end up feeling excluded and you'll get the opposite of the desired result which is a disengaged audience.

## Challenges and Competitions

This is where things can get a bit more exciting. And thanks to technology it can be as simple or as complex as you choose.

Fitness challenges add an element of fun and foster a sense of community among your members. Whether it's for a prize or raising money for charity an in-gym challenge is great for raising spirits as well as people's fitness.

However, you don't need to limit your gym to occasional one-off events. Creating digital challenges helps to sustain that effort for members all year round.

If you know what their fitness goals are then it's relatively easy to create a personalized set of challenges for them to meet.

Or, if you want to make it a little simpler, set goals for members such as attendance streaks.

The more fun and rewarding you can make attending the gym, the more likely members will attend the gym. And if you can personalize those challenges and competitions so members feel like they're getting personal treatment, then all the better.

## Case Studies - Celebrating Personal Fitness Journeys

The power of member spotlights transcends mere success stories. It's a testament to the transformative impact fitness can have on individuals' lives.

They spotlight the unique and inspiring journeys of members as they navigate their way towards particular fitness milestones.

Here are some examples of inspirational stories you might share to engage your audience.

### Achieving Wedding Ready Fitness

Meet Sarah, one of our dedicated members committed to transforming herself for her upcoming wedding. With a goal of shedding 15% of her body fat, Sarah embarked on a journey that blended dedication, perseverance, and our club's tailored fitness programs. Through consistent workouts, personalized nutrition guidance, and unwavering determination, Sarah not only achieved her target but radiated confidence on her special day, embodying the very essence of wedding-ready fitness.

### Conquering Type 2 Diabetes through Fitness

John's story is a testament to the transformative power of fitness in health. Diagnosed with Type 2 Diabetes, John decided to take control of his health through our specialized programs. With targeted exercises and a holistic approach to wellness, John not only shed pounds but also managed to reverse his T2 diabetes diagnosis. His dedication serves as an inspiration, showcasing how fitness, combined with a tailored regimen, can lead to life-changing results.

### Pedalling for a Cause

Among our members, Alex stands out for his unwavering commitment to a noble cause. Spinning 1000 kilometers a month, Alex dedicated his rides to raise funds for cancer research. Through sheer determination and the support of our fitness community, Alex not only achieved his cycling goals but also made a significant impact by contributing to the fight against cancer. His story exemplifies the fusion of fitness, determination, and compassion toward a greater cause.

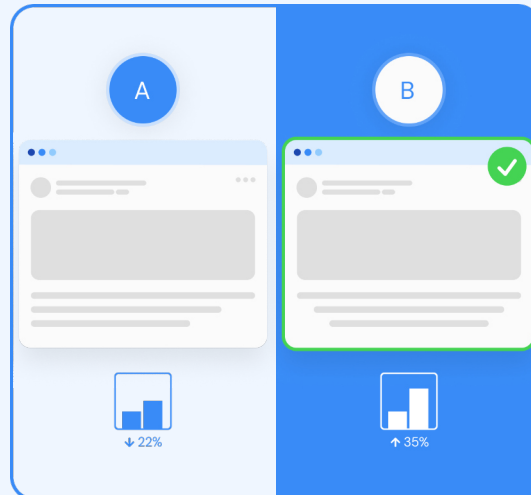
### The Impact of Member Spotlights

These member spotlights go beyond showcasing physical transformations; they reflect the profound impact of personalized fitness journeys. By celebrating these stories, fitness operators not only inspire their community but also demonstrate the effectiveness of tailored programs, guidance, and the supportive environment cultivated within the fitness club. Each story is a testament to the transformative power of fitness, personalized care, and the determination of individuals striving to achieve their goals.

By incorporating member spotlights into their engagement strategies, fitness operators not only elevate the journeys of their members but also create a culture that celebrates personal victories, fostering an inclusive and supportive fitness community.

## Engagement Tracking and Adjustments

All this time, effort, and activity isn't worth much if you don't keep track of (a) how campaigns perform and (b) what your members are doing off the back of them.



Fundamentally you need to know if your members are picking up what you're throwing down and if not, you need to be able to take steps to remedy that.

### Utilizing Analytics Tools

Leveraging your membership engagement platform's reporting suite should give you insight into everything from member attendance to engagement with campaigns.

The more data you have, the easier it is to see what has worked and what hasn't, and spot trends or changes in behavior. The quicker and easier you can identify patterns of behavior each time you interact with your members, the clearer it will be whether your strategy is working.

## Feedback and Measuring Satisfaction

An effective way of measuring success is simply asking your members what they think. Some operators may feel like this is an imposition but that's working on the misapprehension that their members don't want to share their opinions.

While some may not, the likelihood is that your members will want to share their views because they have a vested interest in making their gym better.

### Regular Surveys

Conduct regular surveys to gauge member satisfaction. Ask about their experiences, areas of improvement, and what aspects of your services they value the most.

Make sure any responses you get are appended to membership records. Those opinions can be useful for communicating with your members further down the line.

Collate the feedback, and report back with the results and an action plan. Then deliver on those promises. Nothing will destroy the trust you have with your members faster than ignoring their thoughts and feelings when you've expressly asked for them.

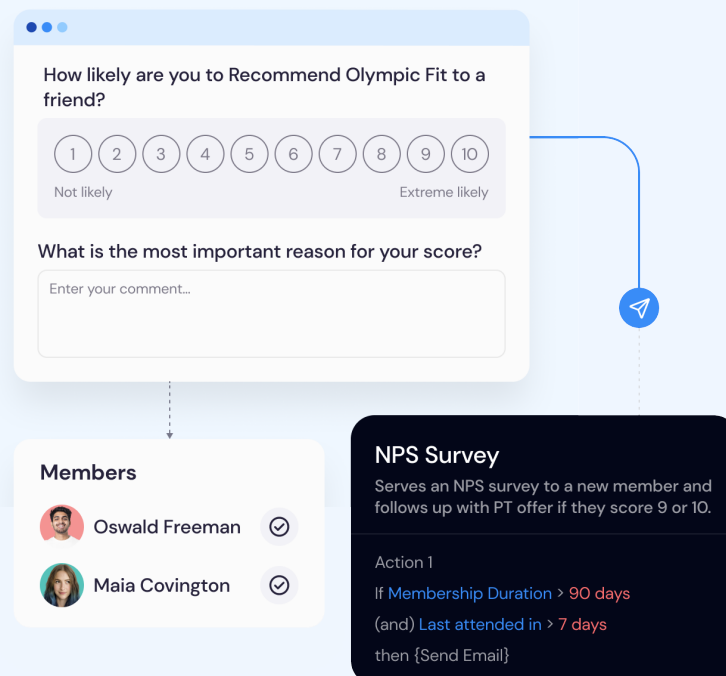
## Net Promoter Score (NPS)

Implement NPS surveys to measure the likelihood of members recommending your gym to others. This simple metric can be a powerful indicator of overall member satisfaction.

But asking the question isn't enough. You need to close the loop so anyone who gives you a positive score, gets a thank you. Maybe even a token of your appreciation.

Detractors need an intervention to understand why they gave that score they did, and what you can do to improve things. Because if they're not positive about your gym then chances are they're going to leave, or worse, negatively impact the opinions of those around them.

The engagement journey is a cyclical process that involves effective onboarding, continuous engagement, diligent tracking, and responsive adjustments. Without this continuous engagement and test approach operators will struggle to create the kind of inclusive gym community their members want.



# Chapter 6: Retaining and Upselling Members

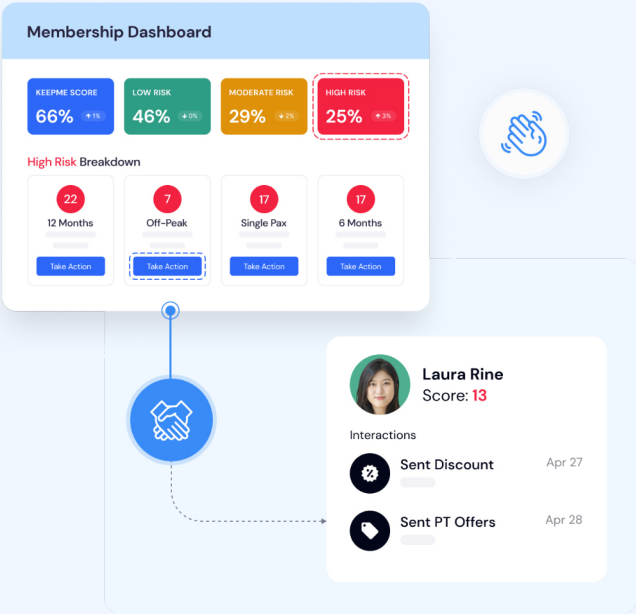
Member retention and upselling are pivotal components of a successful fitness business. Retention lowers costs and boosts profitability. It also fosters a more positive gym environment and a thriving gym community.

Indirectly, a strong retention strategy can also enhance your sales strategy. Taking prospective members on a tour or giving them a free trial at a happy, bustling, gym will make the follow-up conversations so much easier.

The ability to effectively upsell to members is also linked to membership happiness and engagement. Members who rarely show up and don't stay for long when they do, are unlikely to upgrade their membership. Unless it's to include the spa.

While the two objectives are different they utilize some of the same approaches and technologies to drive membership engagement.

In this chapter, we explore the strategies for retaining members, harnessing the power of positive feedback, identifying those at risk of leaving, and implementing effective upselling and cross-selling techniques.



## Member Retention Strategies

Like member engagement, member retention is increasingly the subject of conversation for operators, marketers, and solution providers across the industry.

But with good reason. Membership retention makes gyms more profitable. Members that renew year after year require minimal marketing spend to convert compared to new members.

They're also more likely to spend money in the gym and they're more likely to recommend the gym to others. Retained members also play an intrinsic role in creating the buzz that turns prospects into paying members.

### The Power of Positive Feedback

A crucial component of membership retention is making sure that members feel seen. The bigger the gym the harder that gets, especially as gym staff can't effectively build a rapport with every member.

Using membership data and email marketing automation, you can engage in specific, member-centric ways.

### Recognition and Appreciation

Create triggers and automations in conjunction with your member data to regularly acknowledge members' achievements, whether it's hitting a fitness milestone or consistently attending classes.

This can be in the form of a personalized email, giving them a shoutout in the gym newsletter, or celebrating them on the screens in the gym.

### Incentivized Referral Programs

Encourage members to refer friends by offering incentives. Rather than go for the obvious like discounted membership (which will make renewal harder in 12 months) take a two-pronged approach.

Offer the referee a free personal trainer trial or discounts at the smoothie bar. The key thing is not to devalue the membership fee. Especially as you want members who see the value of going to the gym. Not just bargain hunters.

You can use your membership data to reward the referrer with something relevant to them. Gift vouchers for the gym store, a specific product if you have a purchase history available to you, or another service that they have expressed an interest in.

The key is to use their membership data that rewards them with something relevant to them without diluting the value of your core offering.



## Social Engagement Events

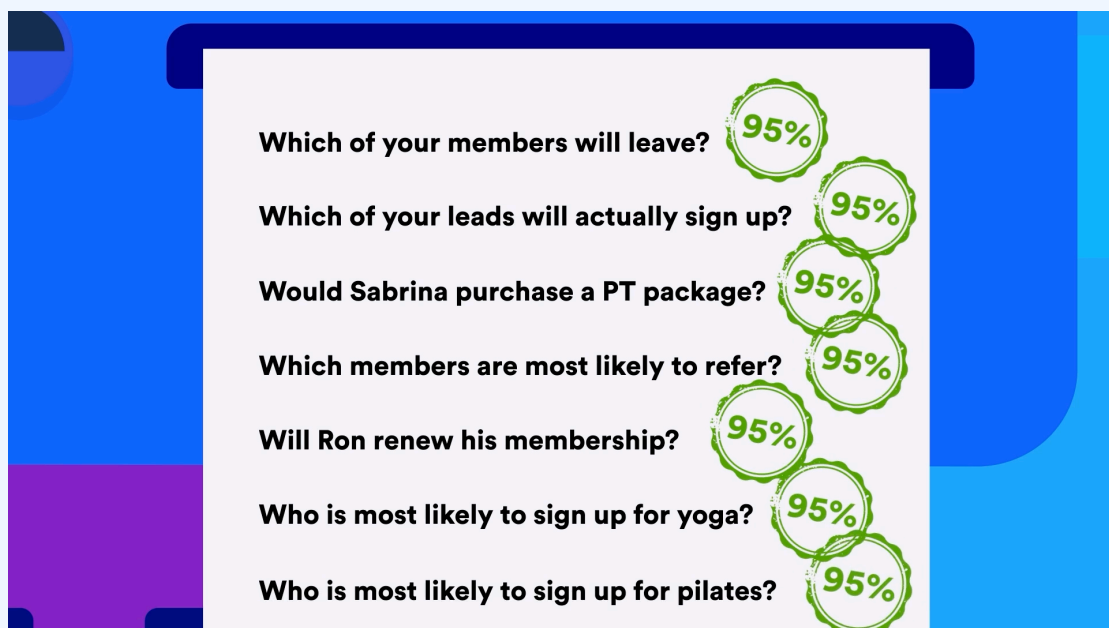
Using your membership data you can identify which members are more likely to sign up for an upgrade, a fitness package, or a personal trainer.

You can then invite these members to an exclusive event. These members will feel a sense of connection with each other and the gym. You then have an opportunity to promote those services. After which you can follow up with personalized emails for anyone who didn't sign up, to drive those conversions.

And allow them to pre-book for the next event, of course.

## Identifying Members at Risk

Spotting members who are likely to cancel their membership before their minds are made up should be an important pillar of your retention strategy. Tools exist that allow you to **predict with 95% certainty not only which members will cancel.**



This gives you the option of building interventions to change those member behaviors.

Similarly, having a failsafe that alerts you when there's a sudden change in member behavior could head off any sudden decision by a member to cancel their membership.

## Feedback Channels

Establish easily accessible feedback channels, allowing members to express concerns or suggest improvements. Addressing issues promptly demonstrates a commitment to member satisfaction.

Take advantage of your membership data to send out regular surveys to get a better understanding of what's working and what's not for your members.

However, if you're going to ask for honest feedback, you need to be prepared to take whatever they say on the chin and act accordingly. And, most importantly, feedback to your members so they know exactly what you've done to make things better.

## Upselling and Cross-Selling Techniques

If you know which members are more likely to respond favorably to upsell and cross-sell opportunities then you can create campaigns to drive those conversions.

It needs to be more sophisticated than just spamming members with different membership packages or products you want to sell.

This approach is guaranteed to irritate your members and drive them away rather than drive engagement.

## Identifying Opportunities

Leverage membership data to identify opportunities for upselling or cross-selling. For example, if a member consistently attends a specific class, offer that member an upgrade package.

Similarly, if you have data to suggest members will respond favorably to a membership upgrade, then you can drop those members into a nurture sequence to nudge them toward converting.

## Creating Upsell Campaigns

Whatever products, upgrades, packages, or programs you offer, use your membership data, segmentation, and automation to create relevant campaigns to drive engagement and conversions.

Depending on the level of segmentation you want to go into, you can create dozens of different campaigns designed for specific behaviors and outcomes.

If, for example, you ask members if they live with a partner or spouse as part of a survey, those members can be dropped into a campaign for dual memberships.

If pay-as-you-go members cross a threshold that makes a monthly membership better value, they can receive that sequence.

There is no shortage of upsell opportunities across the services and products you offer. Where the challenge lies is digging into the membership data so you can identify which members will take you up on them.

Member retention involves fostering a positive and engaging environment, celebrating member successes, and promptly addressing concerns. Concurrently, strategic upselling and cross-selling capitalize on existing member relationships, providing added value and contributing to the long-term success of your fitness business.

# Chapter 7:

# Building Your Member Engagement Strategy

Understanding the methods of member engagement is one thing. Bringing it all together as part of a member engagement strategy is another.

While it's tempting to get things moving or just to dabble with this and that, it will ultimately prove fruitless because it's not about sending the odd email to keep members happy.

It's about a concerted and carefully planned out long-term communication plan that fundamentally changes how you engage with your members.

Essentially you need to change the way you think, not just the tools you're using. Without a robust member engagement strategy, you can never hope to create the kind of motivated, engaged, and loyal membership base you need.

## Steps to Developing an Engagement Strategy

For the uninitiated, working on any kind of marketing or engagement strategy can seem like a big piece of work. However, as with any kind of business strategy, it's broken into steps and usually starts with working out what success looks like.

### Setting Clear Goals

Whatever the strategy, you need to define your objectives. Without knowing what you're working towards it's impossible to know where the work needs to be done.

If you want to increase membership conversions following a trial by 10%, you need to know how many members convert compared to how many that don't. Ideally, you also need to understand why those members chose not to join.

Insight is integral to setting realistic goals and knowing what steps you need to take to achieve them. Understanding why members chose not to join your gym allows you to take steps to maximize the chances of success in the future.

Your goals are the foundation upon which everything you do is built.

You also need to ensure that your engagement goals align with broader business objectives. A well-integrated strategy contributes not only to member satisfaction but also to the overall success of the fitness center.

## Defining Key Metrics

Knowing what you want to achieve is one thing but you need to be able to measure it. Pinpoint metrics that directly reflect the success of your engagement strategy. These could include member satisfaction scores, attendance rates, and class participation.

It may seem like data overload to track lots of different metrics but, the more metrics you track the more granular you can become in your reporting.

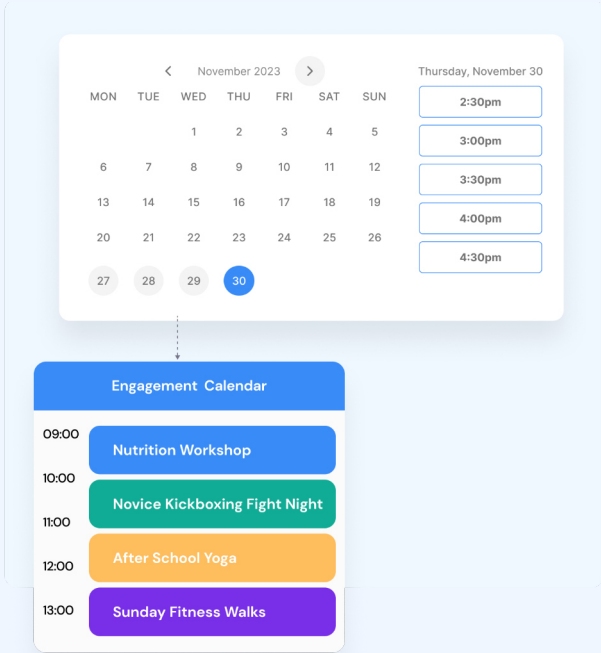
And remember, you don't need to report on everything at once. This is not about death by spreadsheet. Rather, it's about having the data available so you can access it should you need it. It's also important to recognize that priorities change so having a wide range of data points will give you the insight you need to make informed decisions.

Leverage data analytics tools to track and analyze key metrics. Your ability to extract relevant, accurate, and (ideally) real-time data helps you to forecast your performance and make adjustments to your strategy and its execution.

## Creating an Engagement Calendar

Develop a comprehensive calendar outlining engagement activities throughout the year. This could include themed challenges, events, or promotions. Ensure that any promotion isn't just targeted at new members. And don't just focus on discounts as this makes renewals harder in the future.

Make sure the calendar has a diverse range of activities for different interests and abilities. These events are a data gathering gold mine as not only will it attract members who are already engaged with the activity but those who are curious too. You can then create two distinct follow-up campaigns to drive engagement, signups, or even ancillary sales.



You should also factor in member-specific engagement activities like membership or attendance milestones. Use your member data to identify ways you can engage with them in a personalized way. Needless to say, the more data you have the more you can engage with them.

Create automated campaigns designed to trigger when these milestones are met. They're not something that can be tracked on a calendar but you should be doing this activity in addition to the bigger things.

## Team Training and Culture Development

Membership engagement can't just come from the person in charge of sending your emails. It has to be part of your team's culture, training, and mindset.

Train your team on the importance of member engagement and their role in fostering a positive environment.

Equip them with communication skills and the ability to identify and address member needs.

You also need to provide them with the tools and processes to capture conversations and phone conversations so member records are up-to-date and accurate. Sending irrelevant or inappropriate communications can undo in an instant the engagement you've nurtured over months or years.

Invest in your team and make them feel part of the journey because they play an important role in helping your members feel a sense of belonging. A well-trained, engaged, and positive team helps to create an atmosphere that encourages engagement and contributes to a sense of community.

## The Role of Continuous Improvement

Once the engagement machine is up and running, it's easy to adopt the 'sit back and let it snowball' mindset. This rarely, if ever, works.

Purely because quite often what you think members will like or respond to falls flat. For all we think we know about our audience they will never cease to surprise us. This is why building a feedback mechanism into your engagement strategy is essential.

Surveys or Net Promoter Score questionnaires are both effective ways of measuring how well (or not) your gym is performing against member expectations.

Most importantly, when asking for opinions, is to act on the feedback. If your strategy isn't working, that's ok. It's as much about testing and learning as it is delivering results. Your ability to take on board that feedback and take clear and concise action will make members feel heard and valued.

The actions are almost incidental, members will feel good about the fact that they affected change in their gym and it will deepen the connection as a result.

# Chapter 8:

## Ensuring Long-Term Member Engagement

Sustaining member engagement is a challenge but a worthwhile one. The more engaged members are, the longer they'll stay a member for and the stronger your gym community will be.

Rolling out an engagement strategy is one thing but once you've established the expectation with your members, you need to sustain that level of interest, involvement, and engagement.

### Staying Adaptable in the Face of Change

The term innovate or die may seem hyperbolic but it's true. Technology is causing most industries to evolve at an incredible rate. And with that technology comes new approaches, class formats, wellness approaches, and more.

Sticking to the status quo can work for some parts of your business but in general, you need to be prepared to adapt your offering to meet the changing tastes of your members. Some trends are exactly that; a fad that you can explore, but others are long-term shifts in the way members want to work out.

But keeping up to date with these shifting preferences and demands is only half of the issue, you need to have the infrastructure in place to implement these changes and communicate them to your members.

The advantage of new approaches is they're an opportunity to engage with your members with something new. Piquing their interest in a new class is an effective way to re-engage with members whose attention may be waning.

There are also opportunities for ancillary upsell as new classes mean new equipment or clothing.

### Encouraging Community Building

The longer a member stays with you the more embedded they become in the fabric of the gym community. This is vital to member lifetime value as it moves the relationship away from a transaction. Money for membership. And towards a value exchange. Money for the experience.

It's important to acknowledge that any of your members could work out just as effectively in any other gym, pretty much anywhere in the world. And some chains have global facilities to allow that very experience.

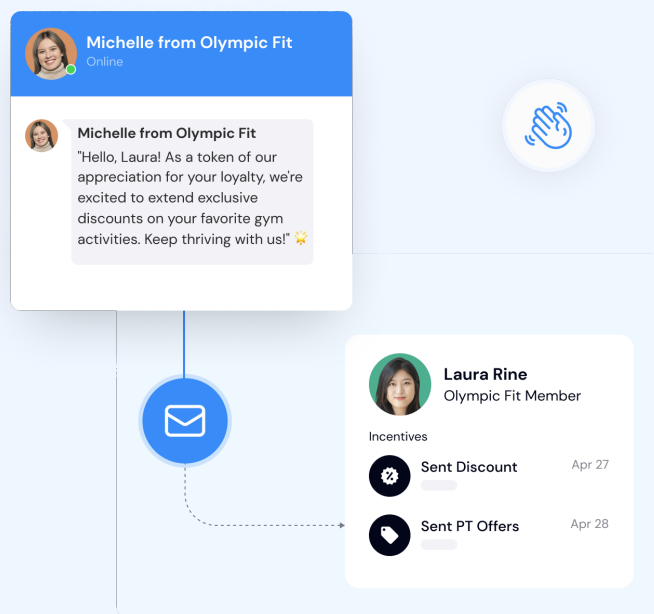
However, what other gyms can't replicate is the experience and sense of community in your gym. Because your community is built by your members making it unique.

Fostering that community can be hugely rewarding and can take many forms. Aside from socials, parties, even day trips, or residentials, you can leverage your online marketing tools to create personalized challenges, online forums, or league tables.

Encouraging group activities like workout sessions or classes merges fitness with camaraderie. Following these sessions with emails expressing gratitude for participation and sharing event photos fosters a sense of unity among attendees, strengthening the bonds between members and in turn, connection with your facility.

Whichever way you approach your community building, lean on your data and your communication channels to make sure the follow-up is slick, polished, and personalized.

## Recognizing and Rewarding Member Loyalty



Rewarding membership loyalty is a common enough tactic in marketing. However, the majority of programs don't succeed in winning loyalty at all, rather just retaining spend. That may be all you are looking for in your members. But, consider the fact that if your members are only with you because you're cheap, then what happens when you're not? Or someone undercuts you?

It happens all the time in retail - notably with supermarket chains.

Supermarkets gradually put prices up to offset the savings created by the loyalty program. Or halve the value of the points shoppers accrue. Inevitably that leads to customer dissatisfaction so they go elsewhere.

That is not a situation you want to replicate.

Using your membership data you can create rewards and incentives that are personalized to them. Moreover, rewards don't have to have a cash value. Access to exclusive, relevant content and guides can be just as valuable to an avid gym-goer. Or early access to a new range of fitness wear that you know they've bought before.

The exclusivity makes them feel like they're on the inside. That they are an elite member of the gym community. This will deepen their connection with your gym, even if they don't buy anything. Which they probably will because they will also want to be among the first to have the new line.

Prizes, discounts, and vouchers are just as relevant to reward and retain loyal members, just remember to tailor those rewards as much as possible. Otherwise, members simply won't bother trying to earn them.

## Creating a Supportive Environment

While your gym environment needs to be a happy and supportive place, so too do your staff both on the gym floor and in the customer service team.

Ensure you have clearly defined processes for queries and complaints - Responsive Customer Service:

Ensure your staff are responsive to member needs. Quick resolutions to concerns and a friendly, supportive atmosphere contribute to member satisfaction.

Create rules so any inquiries are automatically routed to the appropriate person based on the subject line or keywords in the body of the email. Things like this aren't foolproof but it increases the chances of emails getting seen rather than sitting in a generic inbox that only gets checked once a week.



# Conclusion: Measuring and Adjusting Strategies

Membership engagement is a multifaceted, multichannel, multi-approach monster. However, done correctly it can transform your fitness business.

Engaged members are happy members which makes them easier to retain, easier to approach, and easier to sell to. Happy engaged members are also more likely to refer friends and family, reducing your cost of acquisition and making your business more profitable.

However, to make your engagement strategy a success you need to routinely take a hard look in the mirror. Regularly assess the effectiveness of your engagement strategies. Use member feedback, attendance metrics, and satisfaction surveys to identify areas for improvement.

Then act on them.

Use a membership engagement platform to identify any issues with membership cancellations or sudden drops in attendance and take action early to prevent churn.

Embrace a culture of continuous improvement. Make adjustments based on data and member input, ensuring your strategies stay relevant and effective.

Ensuring long-term member engagement involves staying adaptable, fostering a strong sense of community, recognizing loyalty, creating a supportive environment, and continually assessing and adjusting strategies. By prioritizing these elements, fitness businesses can cultivate a loyal and engaged member base that contributes to sustained success.

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