



PERSONA UNLOCKS OPPORTUNITY

Fitness chain leadership asks ‘where and how should we introduce a new line of services?’

OBJECTIVES AND CHALLENGES

When we met with leadership from this fitness chain, they posed several questions about a proposed line of services:

Would these offerings draw in new members and increase member spend to drive profits? What would it take to succeed at each location, in terms of pricing, staffing, investment in facility upgrades, and marketing efforts?

METHODOLOGY

In order to answer these questions, we launched a study that broke the relevant population down into meaningful segments: proximity to branch locations and persona profiles, for members and non-members alike. Doing so would enable us to gauge how receptive people of various circumstances, attitudes, and relationship types were to these proposed services.

The first step of discovery involved in-depth interviews with people from each of these segments. This unearthed a clear list of success factors and barriers to be quantified through an online survey and web intercepts.

FINDINGS

1. The Ultimate Persona

We met a type who craves the proposed services but does not have an adequate solution. She has the means and interest to act, and views the fitness chain as an authentic supplier of this service. We learned where she lives and what offers would and would not stand out to her.

2. Community Complexity

While most people prefer to attend the closest branch to home, we identified notable exceptions.

3. Competition

The prevalence of virtual experiences led to an expanded definition of competition and a high set of barriers to overcome.



AT A GLANCE

PROCESS

- 50 in-depth interviews
- 600 respondent surveys
- 150 web intercepts

DELIVERABLE

- Branch readiness scorecard
- Prioritization of service expansion
- Plan to address headwinds and tailwinds
- Persona Profiles
- Campaign and messaging plan



ERIN KELLY

Consultant

“There is nothing more fulfilling than handing over a clear plan when once there was just a sky full of questions. A plan built on a foundation of ‘here’s why.’”