

Value Proposition: Listen360

This firm's mastery of the Net Promoter Score has boosted retention for Orangetheory Fitness and American Family Fitness

By Jon Feld

According to Bernard Ferrari, the author of *Power Listening: Mastering the Most Critical Business Skill of All*, "Good listening is the key to developing fresh insights and ideas that fuel success." This comes as no surprise to brands such as Orangetheory Fitness and American Family Fitness, which have developed a member-centric culture within their organizations through the art of listening.

Orangetheory Fitness, a premium brand in the health and fitness space, knows that listening to its members is essential to living out its mission. That's why it's implemented the Listen360 platform to gather member feedback, to ensure a consistent brand experience across all 800-plus of its locations nationwide.

"Our heartbeat is to deliver proven fitness results for a healthier world," says Paul Reuter, Orangetheory's senior vice president of operations. "We can't do that if we don't listen to the voice of our consumer. You must focus on the means—the experience, the culture, the touchpoints, how we communicate with members. All of those things lead to a better end result."

For American Family Fitness (AFF), a leading Virginia fitness center chain that serves 110,000 members, Listen360 has delivered on its promise fairly quickly. In only two years, AFF experienced a 5% increase in member retention. "Quantifying members' feelings and, ultimately, their loyalty has given us the opportunity to make operational improvements," explains Frank Ancharski, the company's chief operating officer (COO). "That 5% retention uptick has meant a major difference in profitability."

The Listen360 member engagement platform provides club owners with instant, actionable member feedback. That feedback is then aggregated into reports and dashboards, equipping clubs with the data they need to enhance offerings and consistently deliver a superior member experience.

The Net Promoter Scores

Listen360 works to capture timely and continuous member feedback through email, SMS text, web portal, and other channels. The survey process is based on the Net Promoter Score (NPS) methodology, a management tool that measures customer loyalty by asking two simple questions:

1. The first is quantitative: "On a scale of 0-10, how likely are you to recommend our business to a friend or colleague?"
2. The second is qualitative and directly related to the first question: "What's the primary reason for your score?"

Members that respond 0-6 are considered Detractors; these individuals may be at risk of cancellation due to a negative experience. Listen360 sends a real-time "Detractor Alert" to club management so they can quickly engage with unhappy members. If they act immediately, clubs can save the relationship and address members' concerns before they share them on social media or review sites.

Members that respond 7-8 are regarded as Passives; they're satisfied, but unenthusiastic, and vulnerable to competitive offerings.

Members that respond 9-10 are referred to as Promoters; they're loyal "evangelists" who are encouraged to share their positive experiences on sites such as Google and Facebook, providing a boost to the club's online reputation.



CEO
Brian Fitzpatrick



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“I get every Detractor comment in the company, for all of our locations, and embrace the opportunity to engage with them. We know that Detractors can become Passives and, potentially, Promoters,” Ancharski points out. “One of the things that differentiates us is our ability to meaningfully stay in touch with members and respond to issues quickly.”

Implementing insights

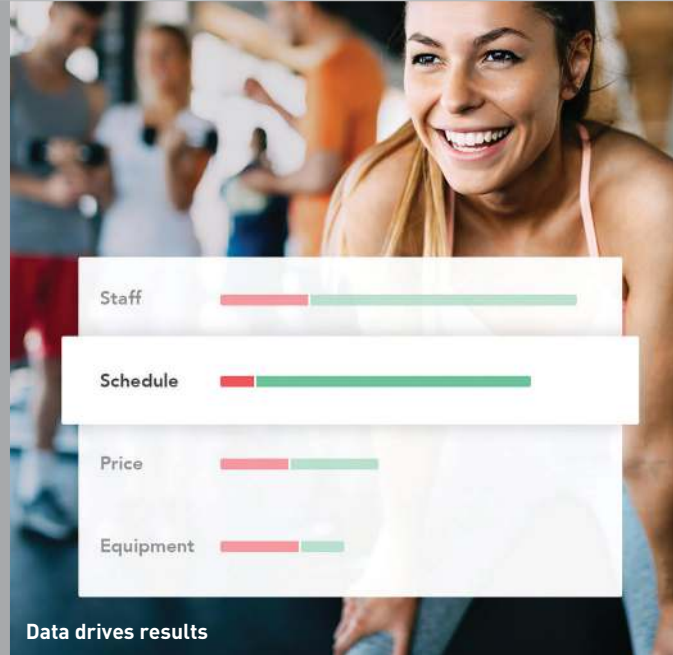
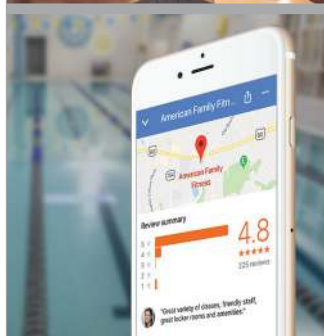
Orangetheory utilizes Listen360 as a metric to gauge if there’s any deviation from their brand standards. “Listen360 helps identify the locations that need the most help, whether it’s with reevaluating staff, process, or identifying a product issue,” says Reuter. With Listen360’s dashboard tools, every level of the organization harvests insights from the feedback provided. “We’re science-backed and technology-tracked. Our brand promise is to deliver upon that, and Listen360 helps us to achieve our objective.”

Listen360’s Voice of the Customer (VOC) function analyzes the open-ended responses collected during the feedback process, arranging them into meaningful themes via dashboards and reports. “Our dashboard monitors member sentiment across the entire organization in real time,” notes Brian Fitzpatrick, the CEO of Listen360. “Businesses can instantly access key performance data, track the dollar value of business at risk and retained, and determine whether issues are isolated or systemic.”

“When you look at the data, you can identify trends,” observes Reuter. “For example, at Orangetheory Fitness, we rolled out the release of our OTbeat technology, a brand differentiator. We were able to make improvements to the technology based on feedback provided through Listen360.”

Improving online reputation

Consumers are more educated than ever before, and are evaluating fitness facilities based on reviews long before



Data drives results

they decide to visit them. Listen360 helps clubs capitalize on the power of their happiest members, and develop online credibility through five-star reviews on popular sites.

“With referrals, you don’t have to spend any additional dollars to get a raving fan to promote you. Listen360 helps make this happen,” reports Reuter. Listen360 not only provides a line-of-sight to identify promoters, but also gives happy clients the option of conveniently sharing positive feedback via social media. According to Reuter, “One of our locations reported their top lead source for new members came from Google reviews.”

Generating frequent, consistent, and positive reviews directly impacts new business. In fact, 94% of consumers say they’d seriously consider patronizing a business with a four-star rating.* AFF brought its Google star rating from a 3.9 to 4.4 with Listen360. “We’ve absolutely seen a correlation between our utilization of Listen360 and an improvement in our NPS score, increased loyalty, and

higher retention—and we’re operating in an ultra-competitive environment,” stresses Ancharski.

Ongoing innovation at Listen360

To date, over 20,000 businesses worldwide use Listen360. And listening carefully, Fitzpatrick reminds, drives successful innovation: “We practice what we preach, and listen to our customers to develop innovative ways to create long-lasting relationships,” he says. “Our own customer feedback has led to the creation and introduction of our reviews feature; user interface enhancements; Adstars, a feature that boosts Google seller ratings; and SMS text-based feedback requests. We’re forward-thinking and constantly looking for ways to better serve our clients as their needs evolve.”

Concludes Reuter: “Listen360 helps us to act quicker and be more responsive to what’s happening with our members—both from an operational and a marketing standpoint.” —

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*<https://www.brightlocal.com/learn/local-consumer-review-survey-2015/>