

# 2017 Fitness & Health Industry Report: Large Fitness Center Segment



## PROJECT GOALS

The goal of this industry report is to determine the key drivers, barriers, and delighters of the Net Promoter Score (NPS) rating for the Large Fitness Center segment within the Fitness and Health Industry for 2017.

Our secondary goal is to compare the 2017 research findings to those in the 2015 benchmark report and identify any changes over the past two years.

## METHODOLOGY

Open ended text provided by NPS survey respondents was analyzed. The random sample of NPS survey responses was selected from a six month period between the dates of August 15, 2016 and February 15, 2017. The margin of error<sup>(1)</sup> at 95% confidence for the total sample is +/-2.2%.

## ANALYTICAL APPROACH

Touchpoints and Attributes were coded and analyzed to identify which of them were Barriers, Key Drivers, and Delighters of loyalty (NPS).

### STEP 1: CODING THE TEXT DATA

- **Touchpoints** are the places or processes where customers interact with the brand. e.g. "the facility"
- **Attributes** are the qualities or characteristics of the experience. e.g. "clean/tidy"
- Touchpoints and attributes work together to create an attitude or emotion about the brand, which in turn drives consumer behavior in the form of **loyalty**...in our case, how likely they are to recommend the brand.
- **Positive** and **Negative** sentiment of each touchpoint and attribute were coded separately. e.g. "clean/tidy" and "dirty/untidy"

### STEP 2: ANALYZE SENTIMENT BY LOYALTY

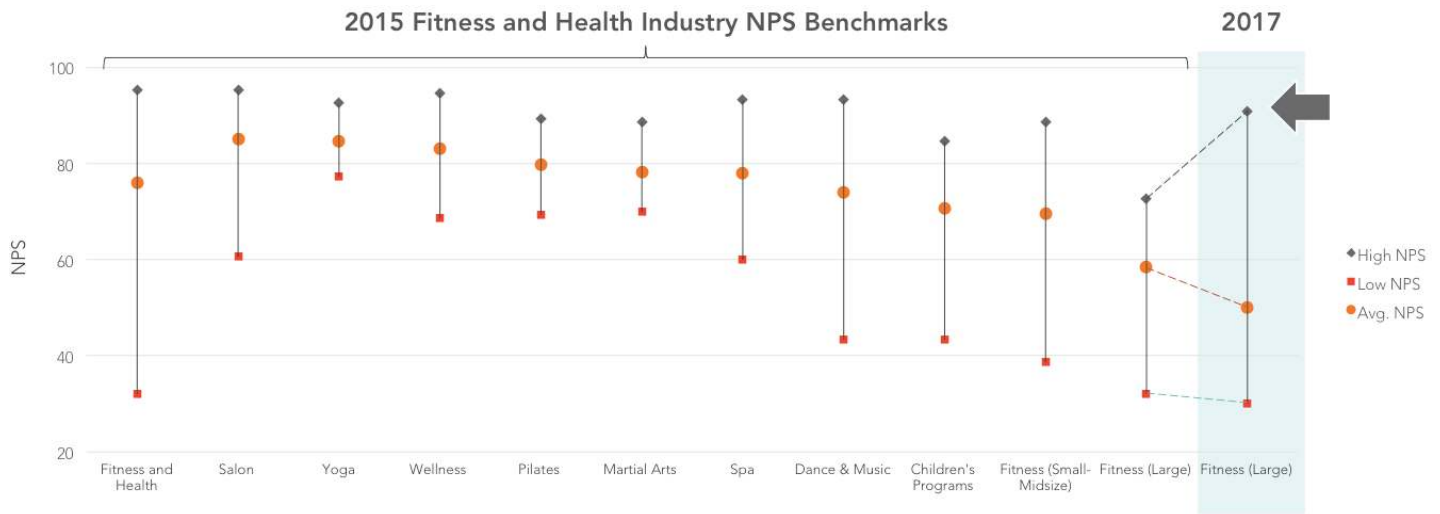
- **Barriers** are minimal expectations that dissatisfy when performed poorly, with no effect if performed well.
- **Delighters** are "wow factors" that drive loyalty up when performed well, with no effect if performed poorly.
- **Key Drivers** work both ways: decreasing loyalty when performed poorly, and increasing loyalty when performed well.

% Mentions By...	Detractors	Passives	Promoters	Detractors	Passives	Promoters
Barrier	●	●	●	—	—	—
Delighter	—	—	—	●	●	●
Key Driver	●	●	●	●	●	●
	Negative Sentiment			Positive Sentiment		

(1) Note that it is highly likely that the samples selected are somewhat biased due to the data being sourced only from Listen360 client brands.

## NPS RANGE FOR HEALTH & FITNESS

On average, the NPS for Large Fitness Centers has decreased since 2015, but the top of the range has increased, indicating that some large fitness centers have significantly improved customer experience.



## EQUIPMENT, STAFF, AND CLEANLINESS ARE THE TOP DRIVERS OF NPS

Also critical to the experience are the classes, the space, the friendliness, and also regular maintenance/updates.

Barriers	Key Drivers (in order of importance)	Delighters
1. Do Not Resolve Issues Quickly/At All	1. Equipment	1. Plenty of Variety/Options
2. Temperature/Air Flow Issues	2. Cleanliness	2. Fun
3. Showers	3. The Employees/Staff	
4. Poorly Organized/Managed	4. The Lesson/Class/Workout	
5. Payment/Billing Process	5. The Facility/Space	
6. Poor Communication	6. Friendliness	
7. Smelly/Bad Odor	7. Regular Maintenance/Updates	
8. Lacking Consistency/Continuity	8. The Teachers/Instructors/Coaches	
9. Booking/Scheduling Process	9. Availability When Needed	
10. Music/TV Programming	10. Changing Rooms	
	11. Helpfulness	
	12. Spaciousness	
	13. Pool/Sauna	
	14. Convenience of Hours/Schedule	
	15. Value/Price	
	16. Convenience of the Location	
	17. The Atmosphere/Environment	
	18. Customer Service	
	19. Front Desk Staff/Receptionist	
	20. Family-Friendliness	
	21. Flexibility/Ability to Accommodate	
	22. Towels	
	23. Safety/Comfort Level	
	24. Aesthetics	
	25. Peacefulness/Sound Level	
	26. Feeling Welcomed	
	27. Encouragement/Motivation	
	28. Professionalism	
	29. Parking	
	30. Ease of Use	
	31. Freebies (extra time, guest passes)	
	32. Experience and Knowledge	
	33. Quality	

Touchpoints/attributes must be mentioned by 15 or more respondents to be included in the analysis. Barriers, Key Drivers, and Delighters are determined from statistical comparison of Detractors, Passives, and Promoters at 95% confidence level. Barriers negatively affect NPS when performed poorly or are absent, but do not drive it to increase when performed well. Key Drivers negatively affect NPS when performed poorly or are absent, AND drive NPS up when performed well. Delighters increase NPS when performed well, but do not negatively affect NPS if absent or performed poorly.

**NEW BARRIERS IN 2017 ARE THE “BOOKING/SCHEDULING PROCESS” AND “MUSIC/TV PROGRAMMING”**

- Improve online booking for classes or courts
- Allow people to join a wait list for classes or courts
- Ensure front desk staff are trained to help with bookings
- Ensure the music and TV programming suits your clientele (offer some variety)

*“The only thing that is annoying is having to wake at 6.00am on certain mornings to book Body Balance classes. I appreciate that these classes are over subscribed and that it has to be on a first come first served basis, but there surely must be a better way of ensuring a place at the class.”*

*“If you are 100 percent committed to the guests you would notice that for AT LEAST the past three months each morning the music is playing on a loop. The member request book is filled with comments on it and even the staff is tired of the music playing on the same loop morning after morning.”*

Barriers	
2015	2017
Changing Rooms	Do Not Resolve Issues Quickly/At All
Do Not Resolve Issues Quickly/At All	Temperature/Air Flow Issues
Temperature/Air Flow Issues	Showers
Poor Communication	Poorly Organized/Managed
Payment/Billing Process	Payment/Billing Process
Showers	Poor Communication
Not Functioning/Working	Smelly/Bad Odor
Smelly/Bad Odor	Lacking Consistency/Continuity
Unethical/Unfair	Booking/Scheduling Process
Towels	Music/TV Programming

**New Barriers in 2017**

**IN 2017, “THE FACILITY/SPACE” IS NO LONGER A DELIGHTER, AND “CHANGING ROOMS” IS NO LONGER A BARRIER**

Key Drivers	
2015	2017
Cleanliness	Equipment
The Employees/Staff	Cleanliness
Equipment	The Employees/Staff
Friendliness	The Lesson/Class/Workout
Spaciousness	The Facility/Space
The Teachers/Instructors	Friendliness
The Lesson/Class/Workout	Regular Maintenance/Updates
Plenty of Variety/Options	The Teachers/Instructors
Regular Maintenance/Updates	Availability When Needed
Value/Price	Changing Rooms

- Changing room and facility updates are appreciated by customers and are driving their loyalty in 2017
- However, failure to update and regularly maintain the fitness center is guaranteed to dissatisfy customers

*“I like the fact that the equipment is dependable and the facility does not look rundown. I love the new updates to wall colors, carpet and the nice floor in the weight room. If I report an issue, it is addressed within 24 hours or sooner. Thanks for making my gym time enjoyable.”*

*“Please fix the lock on the bathroom in the ladies locker room. There are two. The original is broken. The metal one added does not line up well, and I have cut my finger many times trying to shut it.”*

## THE WAY TO DELIGHT CUSTOMERS HAS CHANGED: LARGE CENTERS ARE STARTING TO FEEL LIKE SMALLER CENTERS

Customers of large fitness centers are now delighted by “plenty of variety and options” (such as in equipment and class choices) and by “fun” – in 2015, these were delighters for small-midsize fitness centers.

“Diverse equipment and programs, beautiful surroundings, casual home-like atmosphere, and adaptable costing opportunities.”

“Family atmosphere, cleanliness, fantastic machines, exciting variety of classes offered and a truly dedicated staff that checks in on the members consistently.”

“A great variety of fun classes. Great equipment. Friendly staff.”

“Friendly place, great classes and equipment, fun for whole family.”

Delighters	
2015	2017
The Facility/Space	Plenty of Variety/Options
Helpful	Fun
Convenient Location	
Warm/Welcoming/Inviting	
Easy to Use	
Professional	
Encouraging/Motivating	
Personalized Service	

New Delighters in 2017

## WHAT ARE THE PAIN POINTS IN THE CUSTOMER EXPERIENCE?

The most negative aspect of the experience for large fitness center users is a general lack of maintenance and updating (especially of the exercise equipment).

Pay					Payment or Billing Process Inflexible/ Restrictive
Schedule	Arrive	Exercise	Wash Up	Depart	
<b>Booking or Scheduling Process</b> Difficult to Use	<b>Front Desk Staff or Receptionist</b> Not friendly	<b>Equipment</b> Not Well-Maintained/ Needs Updating  No or Limited Availability	<b>The Facility/Space</b> Not Aesthetically Pleasing  Too Small, Cramped, or Crowded  Not Well-Maintained/ Needs Updating	<b>Showers</b> Temperature/Air Flow Issues  Not Well-Maintained/Needs Updating	
<b>The Lesson, Class or Workout</b> No or Limited Availability Inconvenient Hours/ Scheduling	<b>Changing Rooms</b> Dirty/Untidy Temperature/Air-Flow Issues Smelly/Bad Odor  Not Well-Maintained/Needs Updating	<b>The Employees, Staff</b> Unhelpful Not Professional Cold, Uninviting	<b>The Teachers/ Instructors</b> Lacking Consistency or Continuity  Low Quality Not Professional	<b>Towels</b> No or Limited Availability Dirty/Untidy	
		<b>Pool or Sauna</b> Dirty/Untidy			
		<b>The Atmosphere or Environment</b> Not Encouraging, Motivating  Too Noisy/Loud	<b>The Lesson, Class or Workout</b> Too Noisy/Loud		
			<b>Music/TV Programming</b> Not Enough Variety or Options		

## WHAT MAKES A GREAT CUSTOMER EXPERIENCE?

What matters most to a great experience are friendly employees and staff in consistently clean and tidy surroundings.

Pay					Payment or Billing Process Well-Organized/Managed
Schedule	Arrive	Exercise		Wash Up	Depart
<b>Booking or Scheduling Process</b> Easy to Use	<b>Parking</b> Free	<b>The Employees, Staff</b> Friendly Helpful Warm, Welcoming, Inviting	<b>The Facility/Space</b> Clean/Tidy Spacious, Not Crowded	<b>Showers</b> Perfect Temperature	
<b>The Lesson, Class or Workout</b> Plenty of Variety, Options Available When Needed	<b>Front Desk Staff or Receptionist</b> Friendly Warm, Welcoming, Inviting	<b>Equipment</b> Clean/Tidy Available When Needed Plenty of Variety, Options Well-Maintained, Updated	<b>The Teachers/ Instructors</b> Encouraging, Motivating Fun Helpful	<b>Towels</b> Free Available When Needed Clean/Tidy	
	<b>Changing Rooms</b> Clean/Tidy Spacious, Not Crowded	<b>The Atmosphere or Environment</b> Friendly Peaceful, Relaxing Safe/Comfortable	<b>Music/TV Programming</b> Peaceful, Relaxing		
			<b>Pool or Sauna</b> Perfect Temperature Family-Friendly		
			<b>The Lesson, Class or Workout</b> Fun		

Listen360 is a powerful, NPS-based customer engagement platform for companies that understand customer feedback is key to creating loyalty, making smart decisions and growing their business. The Listen360 platform enables businesses to engage customers, take necessary action to improve deficiencies, and transform delighted customers into brand advocates via social networks Twitter, Google, Yelp and more.

Easy to implement and use at every location and level within an organization, the Listen360 platform has identified more than \$8.7 billion in at-risk business for the more than 20,000 customers we serve globally. We help businesses around the world build better customer relationships. [Learn more at listen360.com](https://listen360.com).