



VOLUTION

THE VIRTUAL ENGAGEMENT PLAYBOOK

A complete guide to engaging your
members virtually for fitness operators

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Andy Hall is a well known face within the health and fitness sector; holding prominent and high profile roles with global

brands such as Les Mills, eGym and TruBe. No stranger to the world of health club operation, Andy has been successful at driving new business opportunities and commercial revenue for a range of large, multi-site fitness operators.

Currently heading up the sales and marketing strategy for Volution, Andy likes nothing better than helping customers to fully utilise the data they have at their fingertips. Andy is on a mission to demystify data and show the world just how easily it can be implemented and maximised to drive business performance.

Andy's focus is now about working with forward-thinking and trailblazing operators in a bid to recognise new revenue streams, enhance member experience and engagement, Lifetime value and retention; all through the power of data.

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Going virtual!

The dawn of the 'hybrid' gym model



Want to increase your virtual engagement? Then you're in the right place! But before we dive right in, let's start at the beginning...

By April 2020, Covid-19 had caused two-thirds of the world's gyms to go into temporary closure, starting in March for the UK. Just like that, the 'bricks and mortar' model we'd known for so long had gone. Operators – quick to react – pivoted their businesses by taking them online. Survival was their number one priority.

With lockdown measures in force, record numbers of people began working out at home. Exercisers in their droves headed to online platforms and virtual devices to get their 'fitness fix' and maintain their programmes – meaning if gyms weren't offering a

virtual, data-driven service, they were almost certainly losing members and missing the chance to attract new ones.

Out of the pandemic, new behaviours, trends, and expectations have emerged. In particular, people have become accustomed to communicating and exercising through virtual means. And for many, it's become entrenched in their day-to-day lives. Therefore, to engage members in the post-Covid era, operators must now offer both a physical and a virtual service – a truly 'hybrid' model guided by data. And with this brings great opportunity, as our Virtual Engagement Playbook reveals!

But in order to connect the dots between home fitness and the gym experience to completely unite your fitness ecosystem in this new age, your virtual platform needs to be bespoke; something that fits your business, your brand, and your community. And something that delivers the data you need to make smart decisions that drive commercial results. Thankfully, this is nowhere near as difficult, time-consuming or expensive as you might think.

In this – our Virtual Engagement Playbook – we provide you with everything you need to know about virtual engagement, mastering the ‘hybrid’ model, and setting up your own virtual hub – placing your facility on the fast-track to success and the power in your hands. No longer is virtual engagement just means of survival, but the very thing that will enable you to stand out from the crowd and grow your business, both now and in the future. Whether you’re at the beginning of your virtual engagement journey, halfway down the road, or steaming ahead, this is a great way to assess your current strategies and systems to spot any gaps and opportunities...

So, what are we waiting for?
Let’s go virtual!





VOLUTION

CHAPTER 1

What is virtual
member engagement?

What is virtual member engagement?

CHAPTER 1

45% of gym members are infrequent to casual users (ranging from 12 to 49 yearly visits), according to the latest [IHRSA](#) Health Club Consumer Report, suggesting that nearly half of your gym community isn't engaging consistently with your facility and services. We all know that the more engaged members are, the longer they stay (and the greater lifetime value), so just think of what effect it could have on your business if you turned just half of those more distant members into moderate, core or even avid users (ranging from 99 to 150+ visits).

Of course, what makes customer engagement particularly challenging is that it's a never-ending process, starting with the first interaction and extending far beyond the point of purchase. Fortunately, technology has created new opportunities to consistently, effectively and efficiently 'connect' with members to achieve 'around the clock' engagement that


boosts retention. And with the boom in virtual fitness, resulting from the pandemic, never has there been a better time to enhance – and prioritise – your virtual member engagement to capitalise on the opportunities.

What does it take to engage a prospect?

You may have heard of the marketing maxim, 'The Rule of Seven,' developed by the movie industry in the 1930s, which states that a prospect must

? Did you know?

45% of gym members are infrequent to casual users (ranging from 12 to 49 yearly visits)

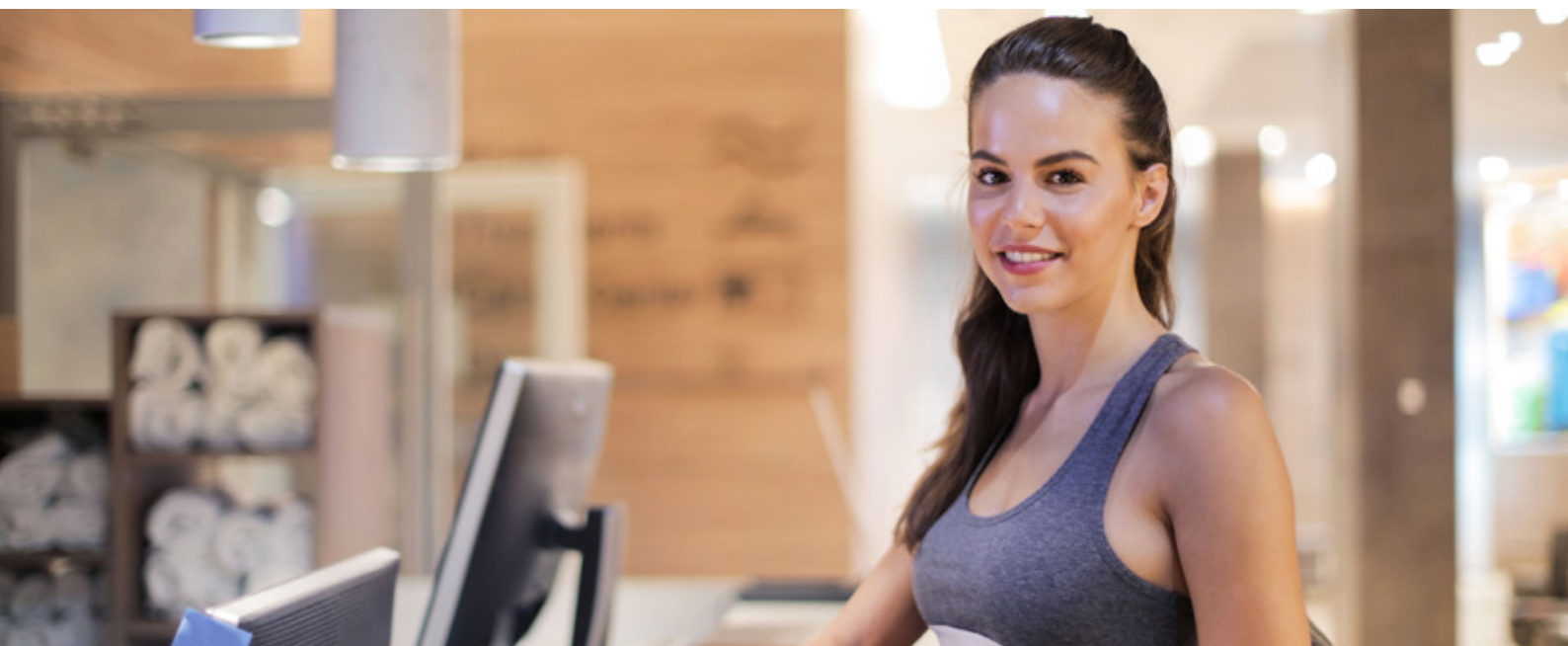


‘hear’ an advertiser’s message seven times before taking action to buy the product. This still rings true today with [Salesforce](#) suggesting it takes six to eight touches to generate a viable sales lead. (If you read other reports, it could even be as high as 20!) However, since then, there’s been a shift away from the ‘advertising’ style of marketing. Consumers today don’t just want to be the subject of your broadcast. They want to be educated, inspired, entertained. What’s more, they seek transparency, authenticity and genuineness from the brands they follow. To nurture prospects into leads and sales (members), it takes multiple, thoughtful touchpoints.

Therefore, being able to effectively [track engagement](#) with prospects across all platforms and learn which messages, delivery times, journey stages, and channels get the most engagements (and ultimately lead to the most member conversions) is absolutely essential for any fitness business to be successful.

Did you know?

Research shows that the most engaged members will attend the gym and work out up to five times a week, compared to the industry average of just twice a week.



What does an engaged member look like?

Each facility will have its own profile for what an ‘engaged member’ looks like, both physically and statistically. However, there are some figures that provide a general picture...

A [survey](#) of 2,800 UK adults by Myprotein found that the average number of times people go to the gym is five times per week (equivalent to 240 times a year!) and the average British citizen spends seven hours per week in the gym or working out. In comparison, IHRSA’s findings, based on 20,069 online interviews, suggest that the average member in the US uses their club 105 times per year (two times per week).

Given that the UK has a population of 66.65 million and the US has 328.2 million residents (as of July 2020), these are very small sample sizes so

need to be taken with a pinch of salt. Once again, we’re brought back to the idea that ‘member engagement’ is personal to the facility and the goals it has set.

Another indicator of how effectively a facility’s member engagement strategy is working is, of course, retention. A long-standing head-scratcher for the industry, UK clubs lose a whopping [50%](#) of their members each year, and the effects of Covid-19 are yet to be seen. However, with the right technology systems in place, the whole member experience can be made more enjoyable and rewarding, helping to minimise cancellations and increase retention rates, even amongst a pandemic.

And let’s not forget the ‘sleeping members’ who also form part of the equation. Most operators would prefer not to wake them, and for good reason, as Brits spend an average of £39 a month on unused subscriptions, namely gyms, as researched by [Natwest](#). But

could re-engaging those members reap higher financial rewards, for example, through upgraded memberships and secondary spend? Again, that's where technology and smart data use can play a huge role.

What is virtual engagement?

In the 'real world,' engagement occurs every time somebody visits your facility and interacts with your brand, staff and equipment. Virtual engagement is about replicating these 'real life' interactions online or through technology to increase affinity between your facility and members.

An example of this is using a virtual platform to learn which classes, PTs, and equipment have the highest and lowest attendance and usage levels. From there, you can swap low performing classes with more high performing classes (online and offline) and see the direct effect this has on penetration rates, club attendance and lifetime value of members. Virtual engagement is about using data to show

you what works and what doesn't to give your members more of what they want, at the times they want it, through their preferred channels – ultimately, providing them with the very best experience possible.

However, virtual engagement is something that's often misunderstood or oversimplified within our industry. If you asked most people to describe what it means, their thoughts would probably turn to social media and activities such as liking, commenting and sharing members' posts, and having that reciprocated.

There's no doubt that responding to people's comments, queries and issues on social media in a timely manner goes a long way to building brand loyalty, trust and advocacy. And having fun with members online is just as important as having fun with them offline. In today's 'internet economy,' it's what builds community. But while social media is an important part of virtual engagement, it's just that – part of the mix. One of many areas to be maximised through technology and data.

? Did you know?

Virtual engagement is about replicating these 'real life' interactions



Virtual engagement is something that's often misunderstood.

Group classes on Instagram Live or Zoom (other platforms are available) may also be top of mind when giving examples of virtual engagement. For many operators, trainers and members, it's these virtual classes that have helped them through the lockdown period and will form part of the 'new fitness fabric' moving forward. But are operators putting themselves in a position to make the most of virtual training? The limitation of these free-to-use platforms is that they don't have built-in tracking to measure member engagement. They've been a great step on the 'virtual training ladder' but to truly maximise this area, operators need a more intelligent solution.

To further illustrate why it's so important to master the virtual training strand of your virtual engagement strategy, a survey by Savanta ComRes, commissioned by Sport England, found

that 44% of people are doing a home-based activity (including 23% doing online workouts). In comparison, gym membership penetration – although at an all-time high – is a mere 15.6% according to the 2019 State of the UK Fitness Industry Report. This shows that virtual training is no longer a 'nice to have' but instead a 'must-have' for operators. If you're not offering online classes, you're most probably missing out and causing your members to look elsewhere for those services.

Not only that, but each member will have had their own, unique experience of Covid-19, meaning they have different comfort levels in terms of their willingness and eagerness to return to the gym environment. Not everyone will come rushing back – and it could take years to get back to anything resembling 'normality.'



The beauty of a digital platform and 'virtual engagement' is that it enables you to stay in touch with members every step of the way

The beauty of virtual classes is that they allow you to continue providing a service to these members until they are ready to return. By maintaining a virtual offering, it also enables you to create different [tiers of membership](#) – from 'digital-only' to 'gym-only' and everything in between – allowing you to meet the needs and desires of the widest audience possible.

Examples of virtual engagement

Clubs in China have provided some great [examples](#) of how to engage members virtually and execute the online to offline (O2O) model – growing an audience through a slick, digital presence and then channelling them towards physical sites/memberships.

Immediately after heading into lockdown, boutique studio, Shape, started streaming live workouts. After building an engaged audience (peaking at 100,000 viewers) by using the social media platforms, WeChat and TikTok, it was quick to make the most of this – launching a 12-day online fat-loss training camp where instructors hosted

video training and coaching sessions with participants. More than 1,000 people signed up, with many going on to purchase additional, bespoke packages. This additional revenue stream helped Shape to stay buoyant while generating a new outlet for its instructors. As well as continuing this personal training concept online post-Covid, Shape believes this is a great addition to its physical presence (complimenting the group workouts it has become known for) and it plans to launch the offering to 90% of sites by the end of 2020.

Lefit did something very similar, attracting an average of 20,000 viewers to its virtual workouts through smart promotion on social media, clocking up a colossal two billion views since launch. Spurred on by this success, it then developed its own online gym platform – Lefit Live Broadcasting Room – offering live workouts, training programmes, and coaching upsells. The number of users is said to be “increasing exponentially every day” and Lefit hopes this will significantly reduce its reliance on offline income, which currently stands

for 85% of its total revenue. With uncertainty around the number of people who will return to the 'physical gym' once Covid-19 fully subsides, facilities have an unprecedented opportunity to integrate their O2O operations to dramatically enhance member engagement and drive business results.

Inspiration from outside the industry

Looking for inspiration from outside the industry, fashion retailer, ASOS, provided a brilliant example of how to engage members virtually. It utilised a user-generated content strategy to facilitate customer engagement through the [#AsSeenOnMe](#) campaign, which encouraged followers to 'show off' their latest ASOS outfit on social media. In return, customers had the opportunity to be featured on the ASOS Instagram page and/or Facebook, which both have millions of followers. This was a great way for ASOS to fill up its feeds with user-generated posts (social proof), essentially, getting their customers to advertise for them.

What's stopping gyms from doing the same – rewarding customers for posting about their workout experiences, for example? Or trialling the sale of new products like [merchandise](#), food/drinks, digital memberships, exercise education courses, and at-home equipment, then asking members to share their experiences/selfies, while using data to show which products have a good ROI and are worth pursuing further?



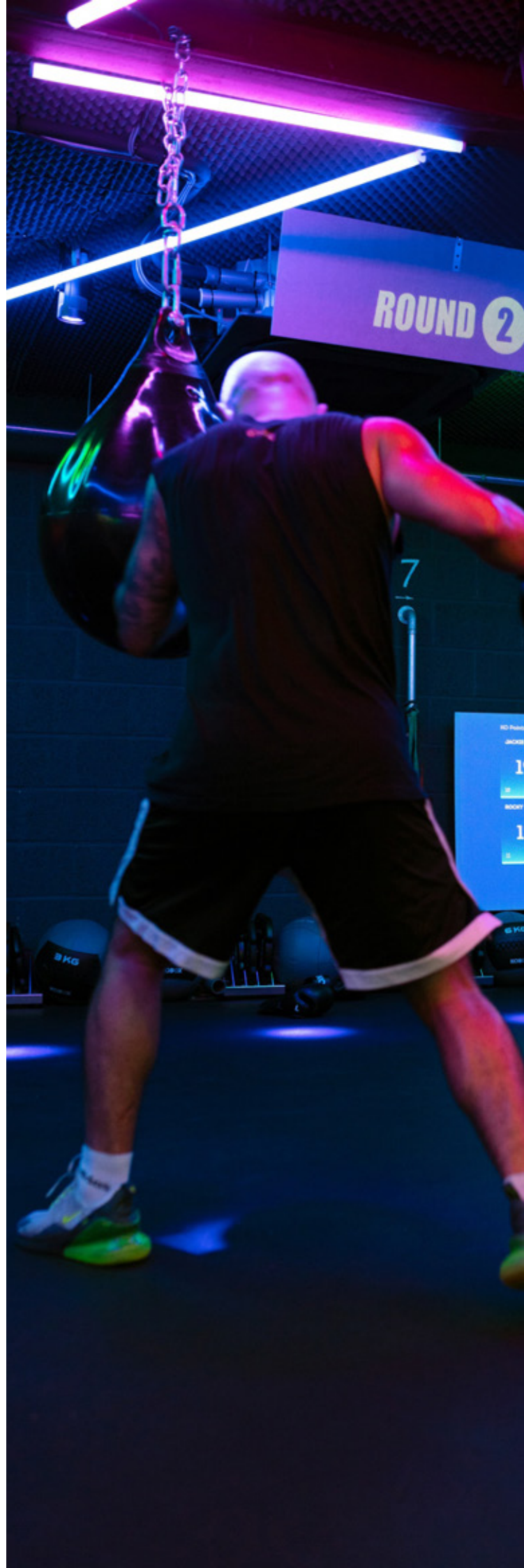
Summary...

Virtual engagement is not giving a member a 'like' on Facebook or providing them with a virtual training session. It's someone completing a workout and interacting with your services to get the rewards they set out to achieve when they joined i.e. to get fitter and healthier. It's about bridging the gap between home and gym to deliver a joined-up member experience. It's about knowing how, where and when to share information with your members. It's about understanding their needs, wants, issues, worries and concerns, then creating solutions to help and support them – just as you would in 'real life.' And it's about utilising the entire virtual space and channels available to truly connect with your members on a deeper, more meaningful level.

As with 'real-life' engagement, virtual engagement is all about tracking, understanding who is and isn't engaged – and why. Then using those learnings to develop a stronger, more profitable business. Thankfully, technology holds the key and, for operators, it's all to play for...

See if the Volution Virtual Hub can help your fitness clubs engage with your members virtually

[SEE VIRTUAL HUB](#)





VOLUTION

CHAPTER 2

Why member engagement can
make or break your operation



Why member engagement can make or break your operation

CHAPTER 2

Retention, retention, retention...

It's often what keeps us all awake at night. A [stat](#) you'll be all too familiar with is that it costs five times as much to attract a new member compared to keeping an existing one; it's obvious why retention is a key driver of long-term profitability. As further evidence of this, [Frederick Reichheld](#) (Inventor of the Net Promoter Score) found that increasing member retention rates by 5% increased profits by between 25% and 95%!

With [research](#) showing that the UK fitness industry loses about 3.9 million users every year, and 50% of a club's members quit within that time according to [IHRSA](#) – not to mention the [80%](#) of members that join in January and quit within the first five months – retention has always been a constant battle.

With the unique circumstances surrounding Covid-19, it's become an even greater challenge. In fact, just 30% of people feel comfortable about returning to their gyms, according to a [YouGov](#) survey, so what can operators do to re-engage and retain the rather staggering 70%?

Increasing referrals

Everyone knows that referrals are a chief mode of acquisition for fitness clubs, but with Covid-19 giving rise to a new set of behaviours, fears and expectations, they are going to be even more vital in this next chapter for the sector. Personal recommendations could be the reassurance that prospects need and a key avenue for generating new memberships.

According to a report by [Nielsen](#), “83% of consumers say they trust the recommendations of friends and family.” Added to that, “66% say they trust consumer opinions posted online.” This shows that not only does the ‘power of referrals’ stretch outside a person’s inner circle, but having a virtual strategy for referrals is essential.

In terms of the effect on revenue, “people are four times more likely to buy when referred by a friend” and “customers referred by loyal customers have a [37% higher retention rate](#),” so it makes complete business sense to dial in on referrals, both one and offline.

Capitalising on an engaged audience

A recent [survey](#) found that “62% of adults in England say it’s more important to be active now, compared to before coronavirus.” And with 44% of people doing home-based activity, including 23% doing online workouts (which is 7.4% higher than [gym membership penetration](#)), it’s going to pay to ensure you’re engaging with your members.

What systems do you have in place that encourage and [incentivise your members to refer your facility](#) to their social communities?



83% of consumers

Say they trust the recommendations of friends and family



66%

Say they trust consumer opinions posted online



62%

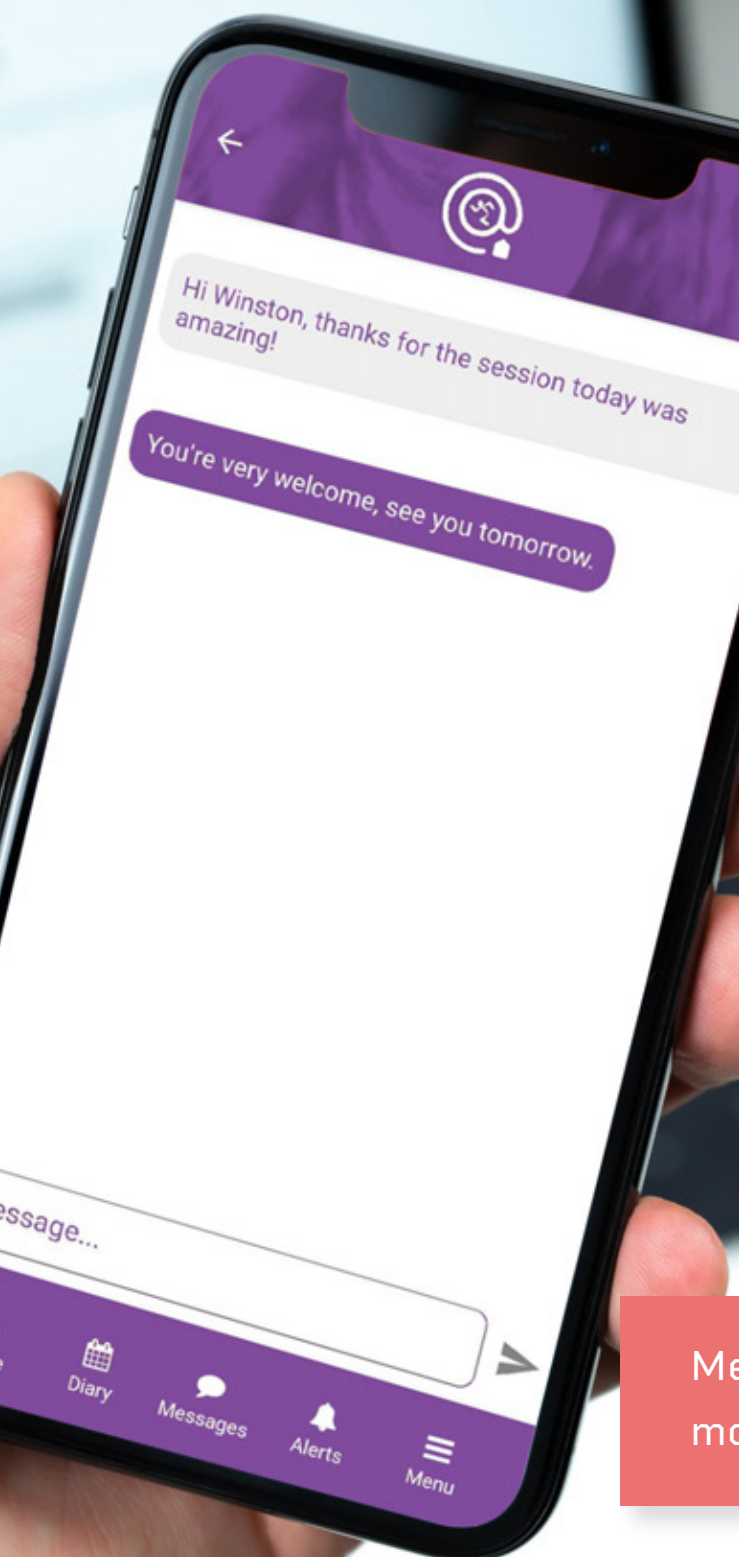
Of adults in England say it’s more important to be active now, compared to before coronavirus.

? Did you know?

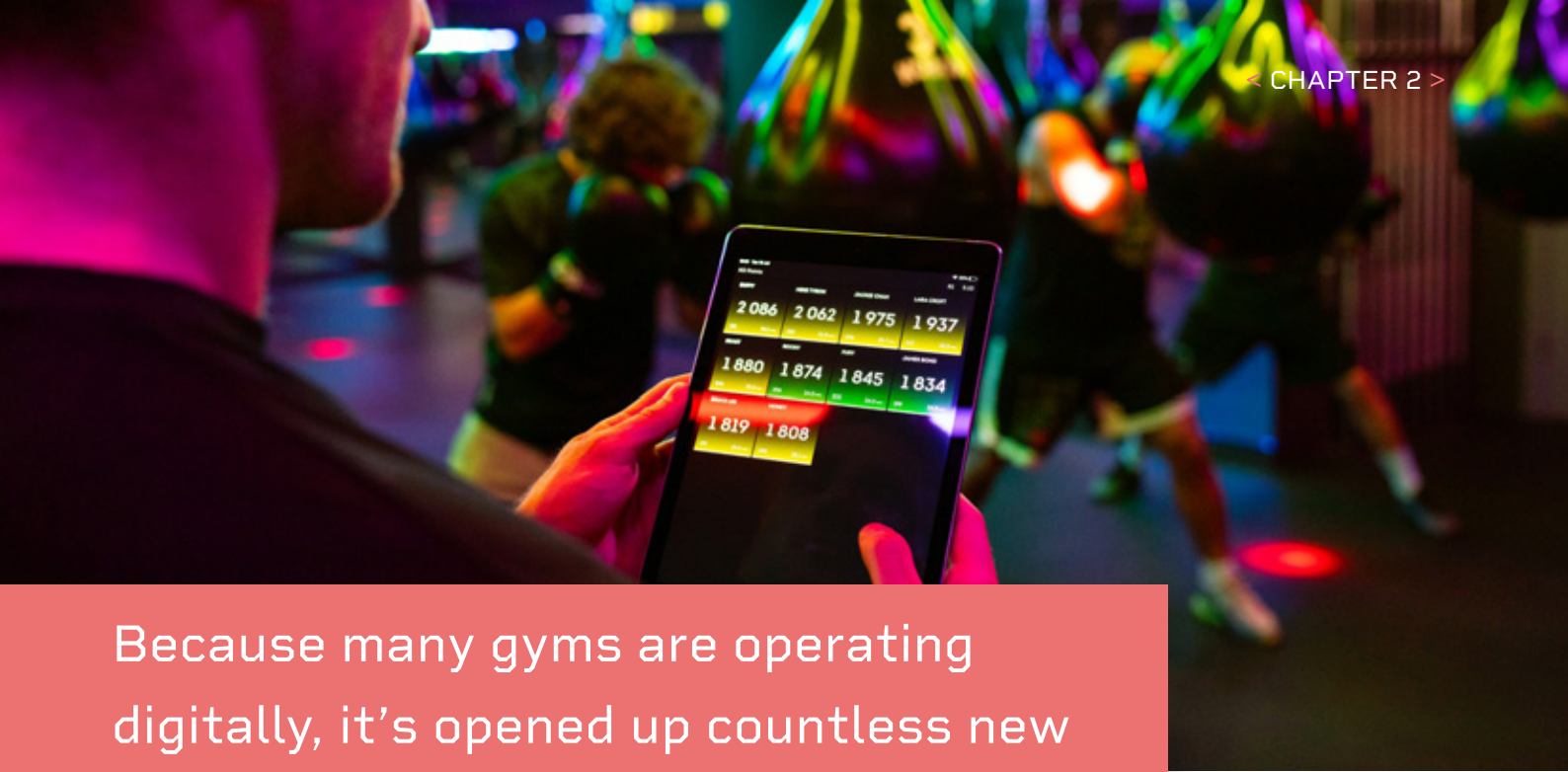
Customers referred by loyal customers have a 37% higher retention rate.

Upselling and secondary spend

By using technology, we can create a more 'certain' future. Using a virtual system to understand who is having a good experience and a bad experience (online and offline) allows you to target members to upsell and create a secondary spend. Members having a good experience are more likely to spend additional money. As well as boosting in-facility spending, this can also help to reduce a club's reliance on offline income. This will be important as we transition through the phases of Covid-19, considering that we're yet to find out how many members will return immediately once gyms reopen this summer.



Members having a good experience are more likely to spend additional money



Because many gyms are operating digitally, it's opened up countless new possibilities for staying 'connected' with members

Increasing lifetime value

Despite the challenges we face, operators have a great opportunity to engage their members and increase lifetime value (LTV). Because many gyms are operating digitally, it's opened up countless new possibilities for staying 'connected' with members, which were limited with the 'bricks and mortar' model. The good news is that tracking this doesn't have to be any more difficult; in fact, it can be even simpler – and more empowering – for the facility.

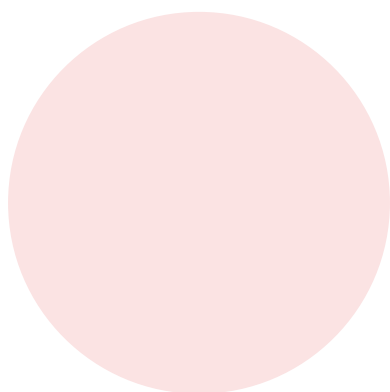
Using a virtual hub, an operator can see the 'full picture' of how members are interacting with their business (both physically and digitally). Through data, it becomes clear how your online

and offline offer can work together to deliver a more 'joined-up' member experience that drives engagement and retention – perfect as we enter the era of the 'hybrid' gym, combining a virtual and physical presence. And with a central dashboard, an operator can see the length of stay for each product or service (online and offline) their facility offers, all in one place – making it easy to be proactive and make smart business decisions. Here's just one example...

Research by IHRSA showed that “the risk of cancelling is 56% higher in gym-only members compared to group exercisers” whilst another study found that members who take part in just one group exercise class per week are “20% more likely to be loyal members than those who visit three times per week and only workout on the gym floor”.

So, you would anticipate that members involved in group exercise would remain with your club for longer. And if not, why not? What needs to change to make sure your group exercise classes are performing in the right way? If you can turn this around, it's going to make a BIG difference to your facility's bottom line. Once again, data holds the key...

Using member usage statistics, you can identify which classes and PTs have the highest and lowest attendance levels. You can then adjust your offering to give members more of what they want, creating a positive uplift in club attendance, member engagement and LTV. This type of data also allows you to identify the best routes to take to help your members develop long-lasting habits with your brand and club. The data will show you which type of fitness and fitness products your members need to consume, and when, in order to form those habits. Once a habit loop is formed, retention becomes much easier and cheaper.





CASE STUDY

Don't miss the boat

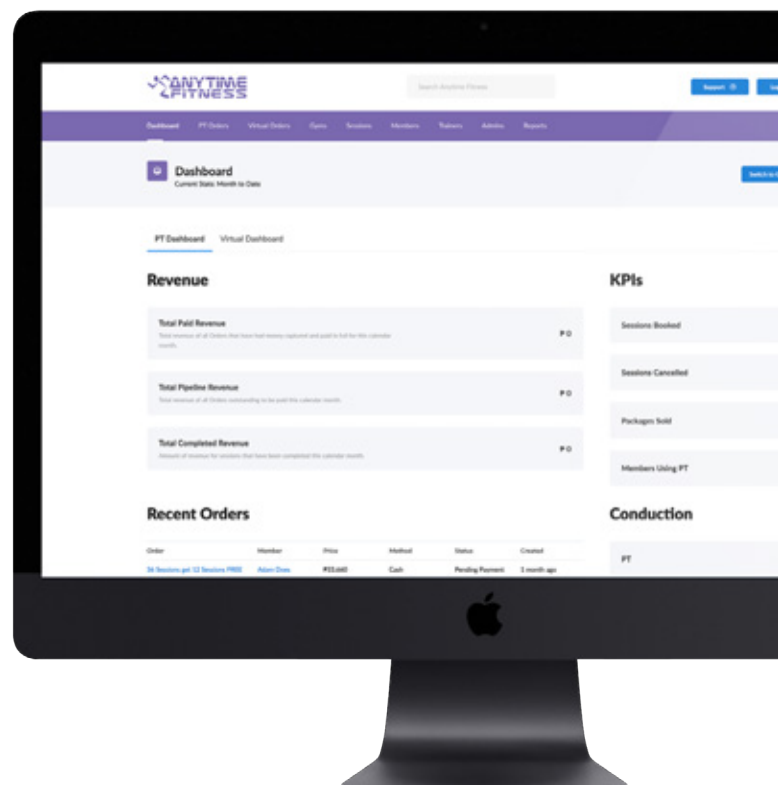
(Examples of proactive brands that have mastered virtual engagement in tough times to generate revenue now and in the future)...

Working with Anytime Fitness, we've been able to deliver data-driven member engagement strategies to secure the operational stability of 100+ clubs across the Philippines; a great example of how a virtual engagement engagement can be implemented quickly and effectively to adapt to the new fitness landscape.

The challenge

One of the largest fitness centre chains in the Philippines, Anytime Fitness tasked Volution with an urgent challenge to deliver a technical solution bespoke to their needs that would keep them operational during the COVID-19 pandemic and beyond.

Following the news that all Anytime Fitness locations in the Philippines would be temporarily shut down due to Covid-19, Anytime Fitness quickly realised that their membership base wouldn't be able to engage with their services as normal – and that apprehension to do so may remain for some time.



Any remote-focused solution would need to be driven by digital expertise and bespoke to their needs as a business. They couldn't have an "off the shelf" product that didn't quite fit the bill.

The process

It was clear Anytime Fitness needed a virtual platform and mobile application that allowed its team to continue to deliver personal training sessions from any location.

Developed within a matter of days, members were able to log in to a personalised portal, which had all the Anytime Fitness branding. They were able to book Virtual PT sessions, join live or pre-recorded classes and create their own at-home workouts, all within just a few clicks.

“The launch of this virtual hub was critical to operational stability and to keeping revenue flowing”



The outcomes

The launch of this virtual hub was critical to operational stability. It kept revenue flowing and helped to minimise financial disruption and allowed senior management to maintain their budget with ease. Member engagement was high, even when members couldn't physically visit their local gym.

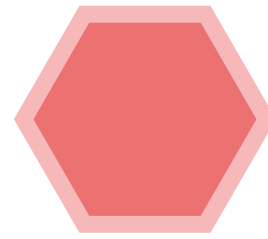


Ryan Cheal from Anytime Fitness, said: "One of the biggest advantages that came with integrating this digital system

is the ability to generate proprietary data insights. As soon as the solution launched, Anytime we were able to monitor data visualisations of each of our selected KPIs in real-time from a central dashboard. Our senior managers were able to track key trends in user engagement, how many PT sessions had been sold, where penetration rates were high, which classes were proving more popular, and how much revenue had been generated."

Shift managers also benefited directly by giving them a clear view of staff availability, which has since led to fewer complications in scheduling and far less risk of double-bookings.

Anytime Fitness' decision to integrate a remote module has ultimately allowed them to stay operational and



14.2%

increase in PT revenue



All staff remain employed

during the lockdown period



Increase of \$1M

in revenue through data analytics and digitisation



50% of members

who have signed up to the virtual hub so far are using assisted services for the first time, enhancing their engagement with the brand



sustain revenue throughout the most challenging crisis of our time – though the impact of this project goes much further than that.

By taking this opportunity now, the brand has opened a new revenue stream that will continue to support the growth of their business for years to come.

Another brand quick to up its virtual game was boutique operator, [Frame](#). At the end of March, just weeks after the UK entered lockdown, the Frame Online platform was launched. Designed to keep members engaged, it offers three genres of workouts – Sweat, Sculpt and Party – with a “class to suit every mood”. Particularly interesting considering the range of emotion people are going through during lockdown.

Consisting of 18 classes in total, these three genres are said to “transport users from their home straight into the Frame studio”. In addition to Frame Online, members also have the option of personalised, one-to-one, virtual training with their favourite instructors.

One of the biggest advantages that came with integrating this digital system is the ability to generate proprietary data insights.

Also worth noting is that Frame Online is available free of charge to NHS staff, police and teachers. By supporting the country’s key workers in this way, Frame has made its members feel proud to be associated with the brand. Not to mention that after the pandemic, all of these key workers may well sign up as members because of the care and generosity that’s been shown towards them.

Having a purpose-built, bespoke digital platform means you won’t get left behind by the crowd. Instead, you’ll have new ways to engage members by connecting the dots between home and gym, new opportunities to develop additional revenue streams and secondary spend, and an overview of your business that you’ve never had before, enabling you to increase member acquisition and retention. Is it time you grew your virtual capabilities?



VOLUTION

CHAPTER 3

How to engage members virtually

How to engage members virtually

CHAPTER 3

Virtual engagement, like offline engagement, is the sum of many parts. It's not simply creating killer email campaigns, liking your members' posts on Facebook or having your superstar coaches deliver incredible group training sessions online. It's all of those things, and so much more. And just as every fitness brand or club is different, so too should its digital platform. In the pre-Covid world, operators mainly used 'off the shelf' products to manage their member engagement, but in the post-Covid world, there's a need for something more sophisticated. Something bespoke. Something that fits the unique identity of the brand/club, its members and your commercial goals.

To achieve this, there's no need to throw away all of your existing systems. Far from it. We want you to keep them. What we're actually suggesting is that clubs need a solution that brings all of these systems together to

maximise them all, driving acquisition, engagement, retention and revenue. One that plugs gaps, bolts on and generates opportunities. A white-labelled product that can be adapted to any brand making it quick, effortless and cost-effective to integrate. And it does exist. Let us show you how you can leverage such a platform...

WARNING... Data... but don't be afraid!

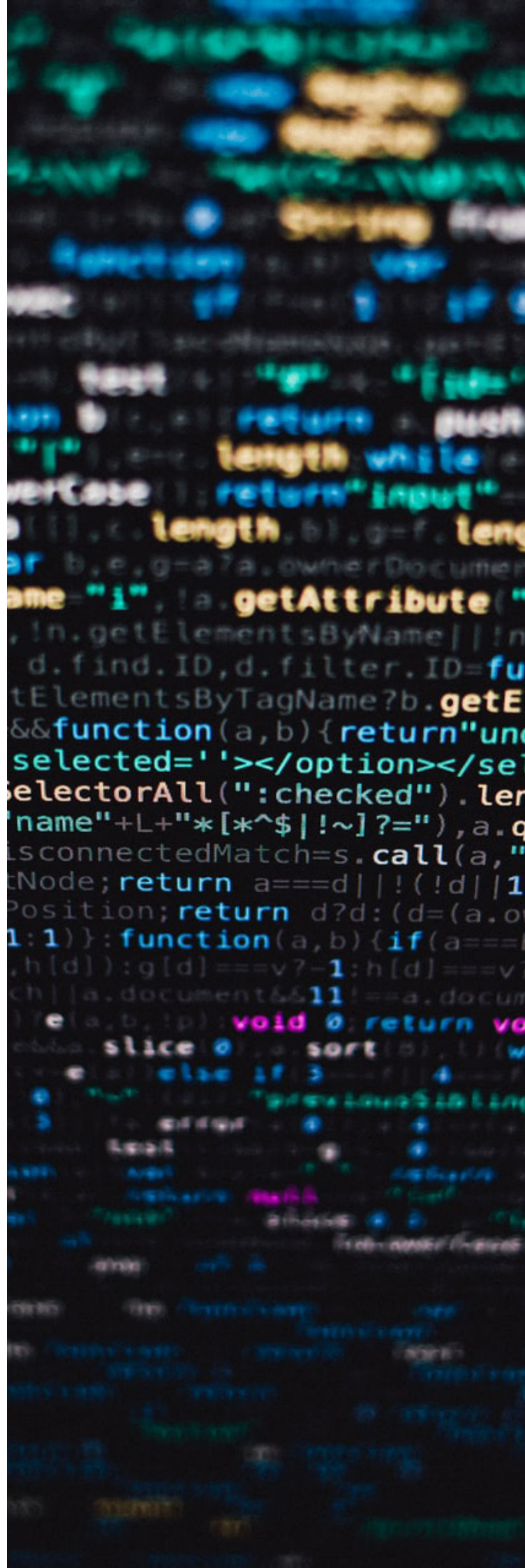
Data is one of those words that can strike fear into even the most experienced operators, but it shouldn't. All too often, data can be perceived as overcomplicated, built up. Personally, we prefer to think of it as 'growing a business.'

Used correctly, data can help you to make better decisions, faster. It can automate actions to happen at the exact moments that are shown to

increase conversion while enabling you to maximise touchpoints to increase member attendance and lifetime value (LTV), especially amongst your 'unengaged' members. Added to that, is the sheer scope of data... From member experience/attendance data, to member wearable data linked to club use, to membership engagement levels, retention, longevity and churn, we're only just scratching the service of what can be tracked. Metrics that can help operators to make intelligent moves that have a tangible effect on their businesses. The possibilities are almost endless...

Access and visibility of data

To engage your members as effectively as possible, it's essential that you can see all of your data in one place via a central dashboard. It means that you can track trends between data sets, such as class and personal trainer attendance, showing increased club attendance and LTV. Having a dashboard to compare clubs (if you operate multiple sites) can also help you make more accurate high-level decisions (i.e. some club data might be different from others and require a different decision). With the 'full picture' of what engagement looks like across your facilities, you can fine-tune your models for best practice and make more accurate, and much quicker, micro-decisions.



Member experience

We all know that an increased member experience directly links to a member being more engaged and staying with a club for longer. If a member is having a good experience, they are less likely to churn and vice versa. To demonstrate this, [research](#) has shown that a promoter (someone that gives a business a 9-10 rating) has a lifetime value to a company that's six to 14 times that of a detractor (0-6 rating). On the flip side, [67%](#) of consumers cite bad experiences as a reason for churn.

Thankfully, data can show you which members are having a good experience and the correlation between this and their interactions with your club/ brand. Of course, this is the same for those having a bad experience. Easily accessible and comparable data across multiple sources allows you to learn who is attending your clubs, classes, PT sessions and, more importantly, who isn't attending. This means you can increase penetration rates by performing actions such as replacing low-performing classes with more high-performing classes, seeing the direct effect this has on club attendance and LTV.

“Having a dashboard to compare clubs can also help you make more accurate high-level decisions”





Data also allows you to spot tasks that can be automated, providing your team with more time to concentrate on the important things like building great relationships – key for online and offline engagement or simply delivering more cleaning hours! What's more, data enables you to 'cut the fat' by seeing which machines are being used the most and least. You can then get rid of the ineffective equipment and replace it with more of what your members like or exciting, new pieces that will delight your gym community and attract more people to your facility.

By more efficiently spending your money and resources and stopping doing the things that cause bad experiences, you can increase the 'things' that make great experiences – massively enhancing member engagement. But, it's important to point out that data is most effective when it becomes part of your day-to-day operations; not something that's checked at the end of the week or in a monthly board meeting. Through a [purpose-built digital platform](#), data can fit seamlessly into the life of a club to provide the constant insight that drives results.



Generating secondary spend

According to [Forbes](#), customers are likely to spend 140% more after a positive experience than those who report a negative experience. So, knowing who is having a good and bad experience in your club allows you to approach the most engaged members to upsell and create [secondary spend](#). Data provides insight on member actions and the types of members buying certain products, as well as those who should be targeted.

You could even launch new products, like merchandise, food/drinks, digital memberships, exercise education courses, and at-home equipment, using data to show which products have a good ROI and are worth pursuing further. If members are able to purchase or be rewarded with [club-branded clothing](#), for example, it can help to make them feel part of a community/tribe – increasing their engagement – and it effectively becomes free advertising (a walking billboard) for your club.

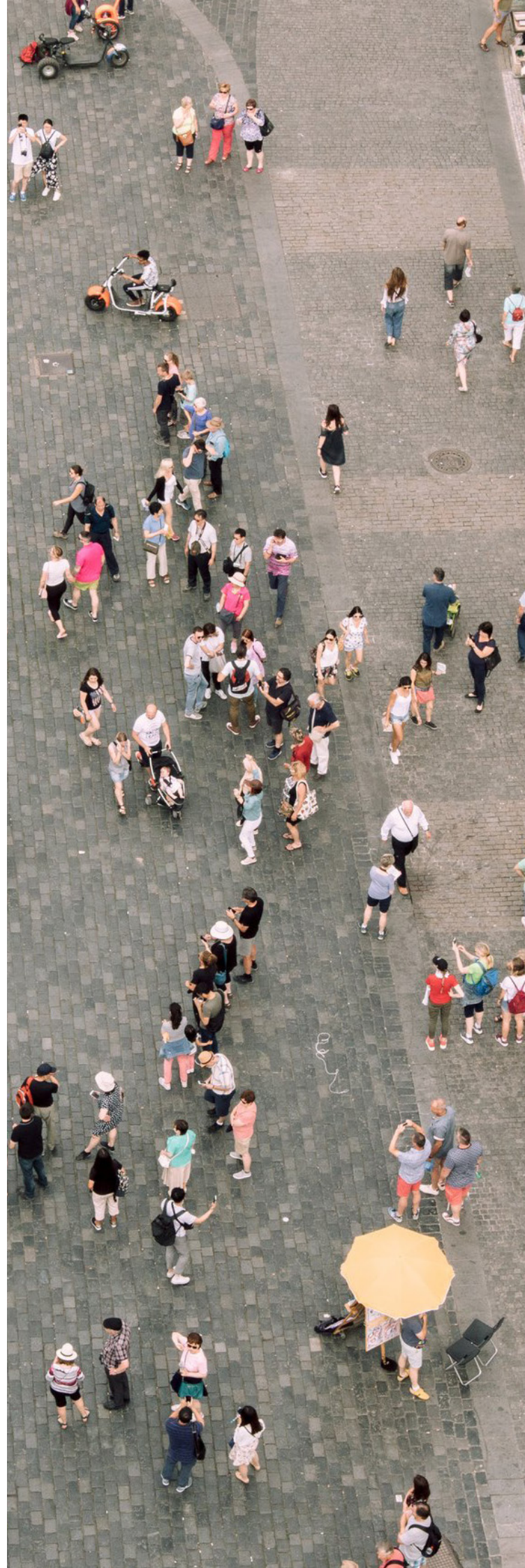
Customers are likely to spend 140% more after a positive experience

Member targeting

Who doesn't love a reward? In fact, a [report](#) shows that 87% of consumers are open to having details of their activity and behaviour monitored in order to receive access to personalised rewards or engagement. A digital platform allows a club to target more personalised and direct messages to the right members at the right time. For example, members who are attending clubs and buying products should be receiving regular reminders of the rewards they are benefiting from.

This is really important considering [18%](#) of consumers say incentives always sway them to pick one brand over another, even when they're loyal to the brand without rewards. The good news is that [67%](#) of savvy Millennials and Gen Z consumers welcome email reminders from brands and retailers that highlight previously viewed products, and may also contain personalised offers/rewards. Running a successful fitness club is all about the 'marginal gains,' so having systems in place to make sure that members aren't missing out on 'club perks' can make a big difference to your engagement levels and bottom line.

Another factor to consider here is [referral marketing](#). This can be one of the highest converting channels for fitness clubs – and will be even more important in the post-COVID world with health and safety-conscious consumers turning to the people they know and trust before deciding on which gym to join. But referral schemes only work if





they're delivered to the right members, at the right times, and with the right reward. Technology makes this simple.

Tiers to engage every member

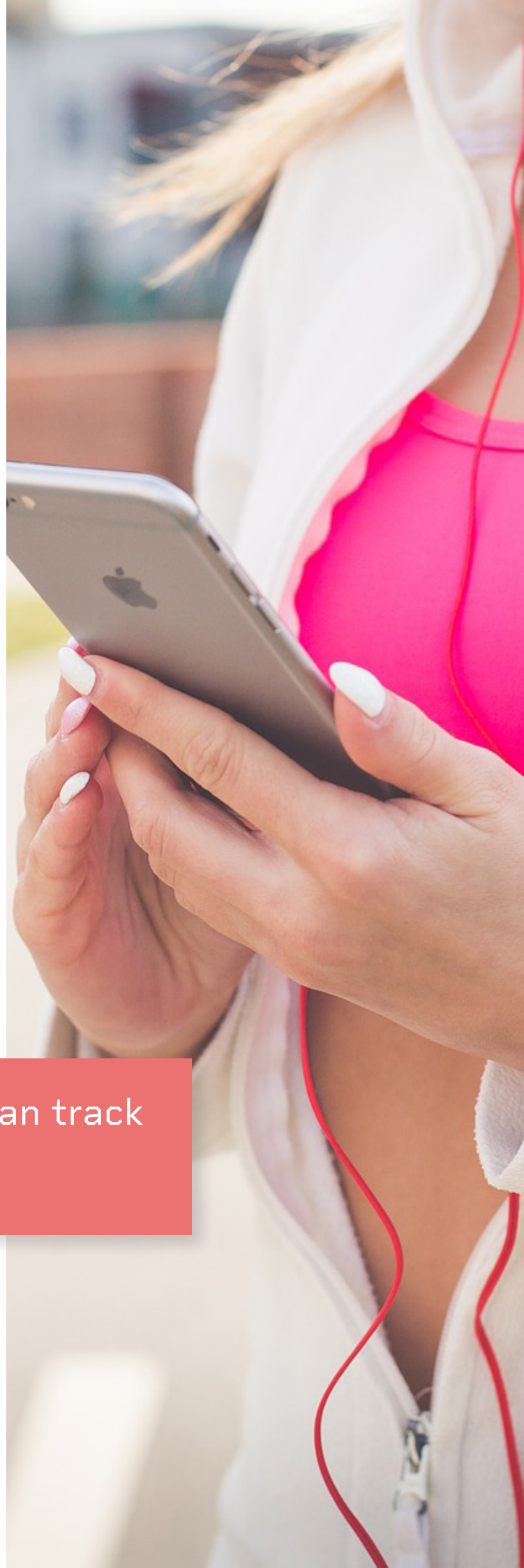
Every member's experience of the pandemic will have been unique to them, therefore, they will all be at different stages emotionally and physically in terms of their willingness and ability to return to the gym. Some will be rushing to get back while others will be more reluctant or wishing to take more gradual steps to re-induct themselves. Others may not be able to return because of underlying health reasons or being in the 'high risk' category.

The beauty of a digital platform and 'virtual engagement' is that it enables you to stay in touch with members every step of the way, so you never lose connection. It also allows you to offer different tiers of membership to suit members with varying needs, expectations, personality types, and comfort levels.

Tier One could be a 'digital-only' membership, which gives access to all of your facility's live, recorded, and streamed classes, as well as workouts and PT sessions, from the comfort of the member's home. Tier Two and Three could be 'hybrid' memberships. Tier Two could give access to all the online content and a capped number of gym visits per month, and Tier Three could consist of all the online content, plus unlimited gym sessions.

Of course, there are many other ways you could structure this. You may want a fourth tier, providing a purely physical membership for those who aren't interested in virtual training, and for when we return to 'normal' (i.e. when the virus has been brought under control and we no longer need the same social distancing measures). Although, we're pretty sure that most of your members would prefer one of the 'hybrid' packages to take advantage of the full range of benefits (physical and virtual) on offer, particularly considering the world's increased affection and understanding of technology, generated by the pandemic.

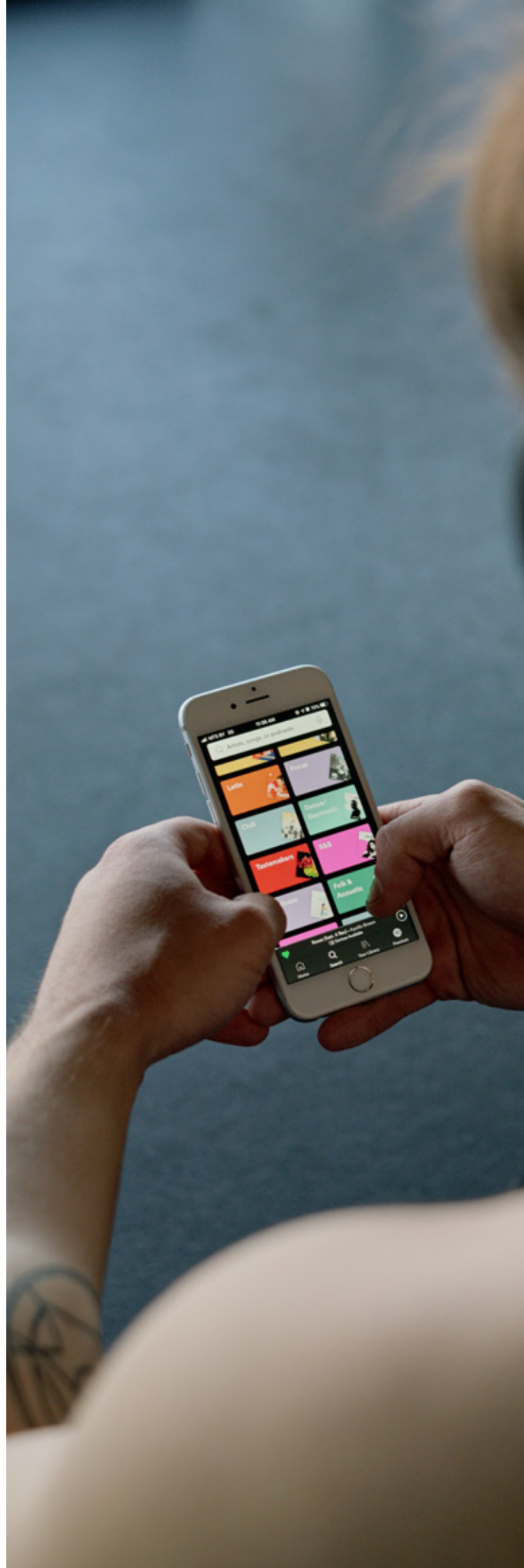
“With a digital platform, you can track engagement with prospects”



Engaging prospects and generating leads

Some people, given the nature of their jobs, maybe working from home for the foreseeable future, or spending less time at the office, and, therefore, are searching for facilities closer to home. Others may be looking for that 'hybrid' model, allowing them to mix physical gym sessions with virtual sessions to continue what they started – and enjoyed – during lockdown. And, of course, there will be those who may not feel the need to attend a gym anymore in light of how successfully they've been able to train at home, needing a fair amount of convincing to return!

So, alongside battling to retain existing members, you'll also be competing to acquire the 'new pool' of potential customers that have cancelled their memberships elsewhere, or who now want to join a gym after re-igniting or discovering their passion for fitness during lockdown. The beauty of a digital platform is that it offers a 'shop window' into your facility to attract these new leads. For example, you could offer prospects the chance to sign up for a free trial of your online membership (Tier One) via your digital platform, enabling them to get a flavour for the club, PTs, classes, and all the other services on offer to whet their appetites and entice them to join.

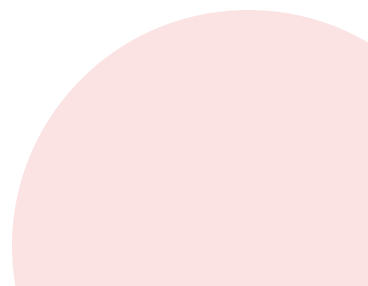
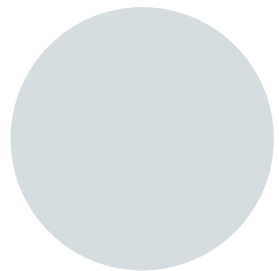




Tracking conversions

Now that you have a method in place for generating more leads, you need a way to monitor and fine-tune your sales and marketing strategies to maximise conversions. With a digital platform, you can track engagement with prospects across all channels, as well as spotting work duplicates and gaps so you don't annoy potential members with loads of emails, texts and phone calls from different club staff.

Through a virtual dashboard, you can learn which messages, delivery times, and channels get the most engagements, and ultimately, lead to the most member conversions. You can also quickly see your funnel metrics and identify the tactics that move the most prospects into the next phase the fastest. You can then double down on what's working best and use this to form a successful and repeatable algorithm for your business.



Maximise your superstar trainers

A digital platform gives your members access to the superstar coaches and trainers they've built relationships with at your facility. With additional opportunities for member-trainer interaction through online training, coaching, classes, and support, this can significantly boost customer engagement, satisfaction and retention rates, driving people back towards your gym ([the online to offline model](#)).

Although many people will have experimented with all kinds of virtual classes and trainers during lockdown, most would still prefer to be coached by someone they know, like, and trust. Not providing this opportunity to your members could mean they look elsewhere. Using a digital platform stops this happening and brings your community closer.

Coupled with the above, data insights can be used to set KPIs that encourage your staff to be better and help to make them accountable for their decisions and actions. Giving staff [real-time visibility on progress towards KPIs](#) keeps them on track, with a positive knock-on effect for member engagement.

Most would still prefer to be coached by someone they know, like, and trust.

Summary (embracing the 'hybrid' model)...

Data shouldn't be overwhelming. It's something to be embraced and can become an operator's best friend if integrated into the inner fabric of a facility. With the right offerings and strategies in place – driven by data – this will help your members to become more engaged and, importantly, form habits with your club/brand. Once that habit loop is formed, retention becomes much easier and cheaper and LTV rockets.

As we move into this new era for the industry – we believe that a 'digital hybrid' membership model is key. Clubs will need a digital platform that allows you to offer both a 'bricks and mortar' and virtual service, bridging the gap between home exercise and the gym to successfully unite the 'fitness ecosystem' and create a highly effective and engaging, end-to-end member experience. Central to this is having a digital platform with a central dashboard that is completely bespoke, measurable, and created to deliver commercial returns from day one.

See if the Volution Virtual Hub can help your fitness clubs engage with your members virtually

[SEE VIRTUAL HUB](#)



VOLUTION

CHAPTER 4

Three simple steps to set up your virtual hub and take your member engagement to the next level



Three simple steps to set up your virtual hub and take your member engagement to the next level

CHAPTER 4

We've explored what it means to [engage with members virtually](#), how to [achieve this](#), and why it's so [vital](#) as we enter the 'post-Covid' age. Now, let's have a look at how you can set up a [virtual hub](#) to take full advantage of the opportunities available to enhance member engagement, retention and lifetime value.

You'll be pleased to know that building and integrating a virtual hub involves just three straightforward steps, meaning you can be up and running in no time, unlocking even more of your business' potential.

You'll be pleased to know that building and integrating a virtual hub involves just five straightforward steps.

Implementation Process

Stage 1

Discovery Session

Day 1

Before we enter into the implementation stages, we like to kick things off with a discovery session involving our implementation, client operations, tech, and marketing teams. This helps us to understand your challenges, goals, and strategy, so we can implement a bespoke solution, and help you to achieve your goals. This also involves developing of a roadmap including product feature definition and an implementation strategy.

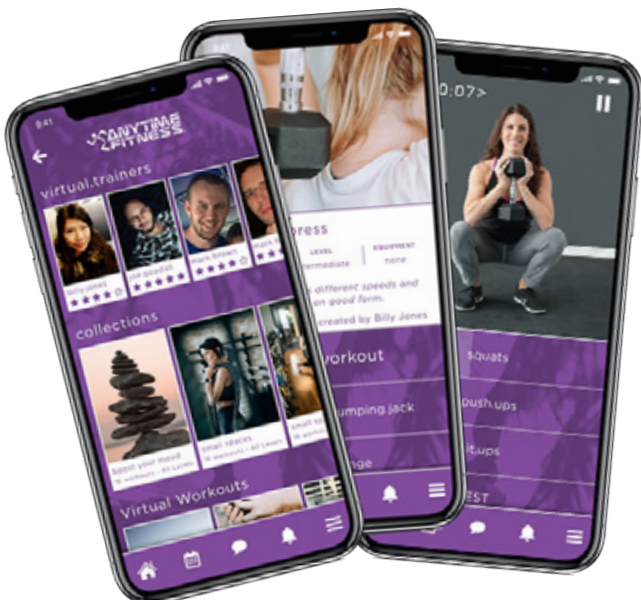


Stage 2

Brand Identity

Day 7

We understand just how important it is to maintain brand consistency. It's a pattern of expression that affects the way people think about your business. The more consistent your visual branding and messaging, the more you're able to grow awareness around your club and develop trust and loyalty with your members, which subsequently drives results. In fact, [research](#) states that "a coherent brand presentation across all platforms will



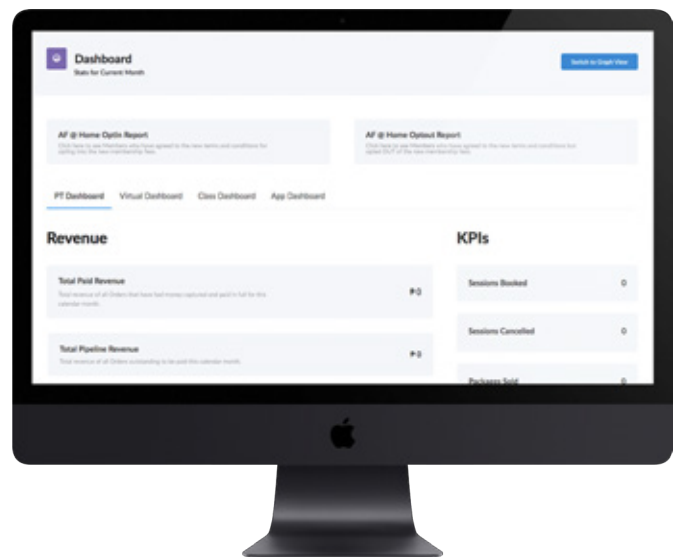
Stage 3

Company and Member Data

Day 14

To populate your virtual hub with club and member data, it couldn't be simpler. By downloading the data from your existing CRM systems, this can be quickly and efficiently transferred to your virtual hub through a series of hassle-free migrations. With your club details, trainer information, and that all-important member data added to your virtual hub, you're now in a position to start utilising all of the data and insights available to enhance your engagement levels and maximise the success of your business.

increase revenue by up to 23%." Our virtual hubs are white labelled, so using your company's colours, fonts, logos, and media assets, we can design the app and dashboard of your virtual hub to perfectly match your brand and fit seamlessly within your website or alongside your existing systems.



Stage 4

Payment System

Day 21

You choose whether you'd like to create a pay-as-you-go or subscription model for your virtual hub and, better still, we



Stage 5

Go Live Day 35

Before we hit the go live button we will enter a two week beta testing phase where we can iron out any issues, test, get feedback, test, get feedback and test a little more. This ensures you and your teams are completely comfortable with the user experience and the results it can deliver. Then once everyone is happy, we go live. Once your hub has launched, you're never alone. We are there to support and help you every step of the way.

can integrate with any existing payment gateway, such as Stripe, Paypal and PayFort. If you opt for a subscription model, we'd need to define access to products based on [the subscription levels](#) and the monthly instalment plans you wish to offer. If you opt for pay-as-you-go, we'd need to know how much each product/service costs, whether members can make single or bulk purchases, and if any complimentary products form part of your membership packages or reward schemes. We'd also need to factor in any 'free trials' that you'd like to include as part of your marketing strategy.

It can be an exciting process coming up with all the great new products, services and initiatives you're able to offer now that you have a way of engaging physically and virtually with your members – increasing opportunities for additional revenue and [secondary spend](#).



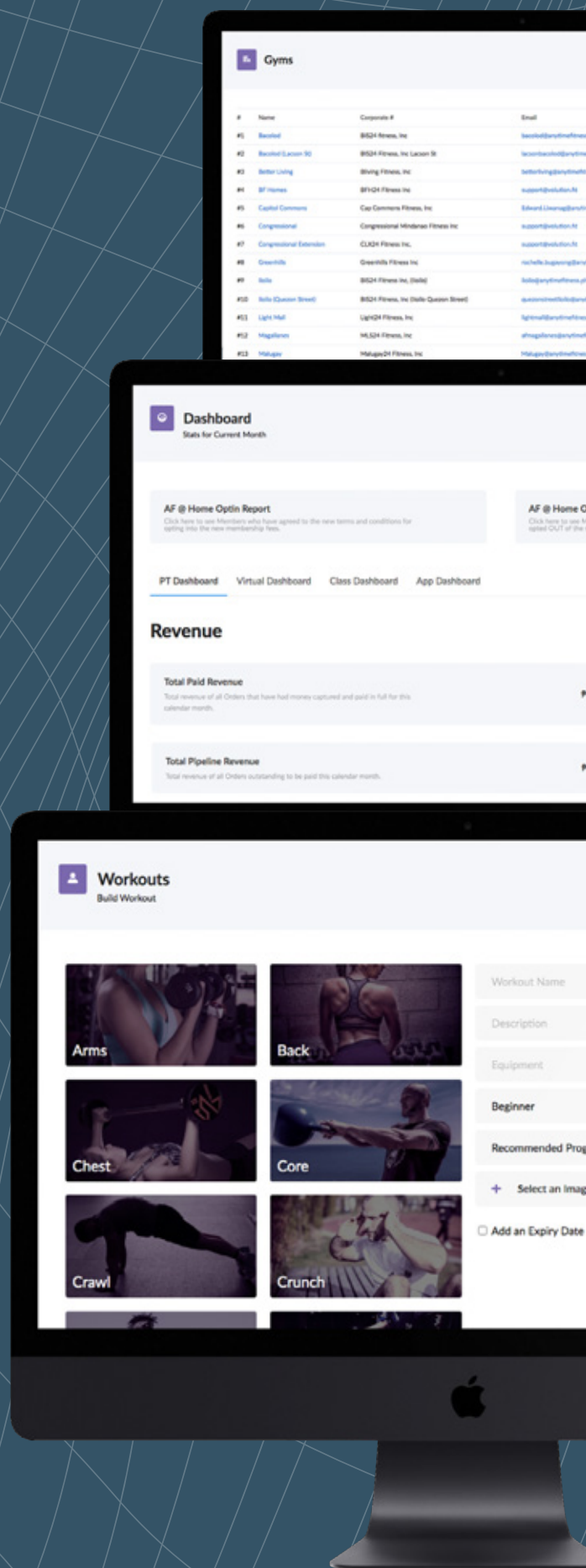
What does the virtual hub look like?

The virtual hub would be hosted on your website via a portal, with the option to have an app. Members can use the online portal or app to manage their subscriptions, access live and on-demand content, book PT sessions, update their profiles, track goals, and so much more.

From the operator's perspective, KPIs, reporting, analytics and uploading in-house content, would all be managed via the control panel of the web portal. Through the app, staff can perform functions such as scheduling and monitoring classes, communicating with members, and delivering virtual content.

During the 'discovery sessions' at the beginning of every project/partnership, we make sure that we fully understand the uniqueness of the client's business so that we can create a bespoke virtual hub that contains all of the reports, analytics, trends, and admin features they require to increase efficiency and profitability. As data people, we're all about the details, and believe that every virtual hub should be tailored to the client's needs and goals. It's what drives us.

And, as an added bonus, there is nothing to pay during the design phase, meaning you're able to keep valuable money inside your business until the virtual hub is ready to be implemented.



Summary

IHRSA summed it up brilliantly by saying, “Across the industry, the perception of technology is shifting from a standalone silo to a package of member experience tools that should be integrated throughout the business.” And, especially in testing times, we need to make this technology work harder than ever for our businesses to survive, and thrive.

As you can see, setting up a virtual hub is a quick and pain-free process. With a virtual hub in place, you’ll be able to provide digital content (classes and PT sessions) to your members via a purely ‘digital hybrid’ membership. Going far beyond simply offering Facebook or Instagram Live classes, each virtual hub is completely bespoke, measurable, and created to deliver commercial returns from day one. It enables you to offer both a virtual and ‘bricks and mortar’ service, connecting the dots between home fitness and the gym environment to deliver an engaging, ‘joined-up’ member experience. With a slick online presence, this enables you to channel members back towards your physical sites, driving commercial results. The future is virtual, so let’s get started!

See if the Volution Virtual Hub can help your fitness clubs engage with your members virtually

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VOLUTION

CHAPTER 5

How to use data to drive your member engagement strategies and transform your business

How to use data to drive your member engagement strategies and transform your business

CHAPTER 5

What do Amazon, Netflix and Cadburys all have in common? They are nailing personalised marketing and the key to doing this is data. Data rules in all modern businesses but if you want yours to deliver genuine commercial results, it's about collecting data, personalising it, tracking it and learning from it.


Netflix is in over a third of U.S. households and, in the UK, has over 13 million subscribers. The success of Netflix comes from its intuitive data platform and expansive range of content, but what it has done better than any other brand on the market is turn “customer engagement” into an exact science. The platform has prioritised learning who its customers are and how to reach them. It takes our viewing data and serves up personalised recommendations based on our habits and likes. To learn from this global zeitgeist, we must adopt more

sophisticated data strategies and view member engagement as part of our daily operational systems.

Personalisation isn't new, but to succeed, your service, your marketing and your communications need to be tailored to your audience/membership – understanding their likes, dislikes, motivations, and goals.

We are at the epicentre of some of the biggest shifts in society and this in itself presents its own challenges and considerations. Today, we are more aware than ever before of our health and wellbeing, and we expect brands, businesses we buy from, and even companies we work for, to recognise the part they play and take ownership of these issues in partnership with us.

51% of consumers expect that companies will anticipate their needs and make relevant suggestions before they make contact. 88% of U.S.



marketers reported seeing measurable improvements due to personalisation, with more than half reporting a lift greater than 10%. In fact, 81% of consumers want brands to get to know them and understand when to approach them and when not to.

Engaging with members virtually is more than an email on their birthday or offering them a couple of guest passes each year. Effective virtual member engagement goes deeper and is often about understanding their needs, wants, issues and even worries and concerns, then creating solutions to help and support them.

For clubs and operators with thousands of members, this can sound quite a task but with data-tracking, member engagement is far simpler than ever before. At the touch of a button – using a [virtual hub](#) – you can view trends, opportunities, issues and instantly capture the mood of your membership.

Member engagement starts from the moment someone becomes a member; From the first needs analysis, you should begin to build up a profile of what makes this person tick. Creating a simple questionnaire about their

lifestyle, habits, family life, work, current health, and more can provide the data and insight required to start your data-driven member engagement strategy. By [bolting on and plugging in the right data-application](#), you can start to create bespoke and personalised tactics that drive usage, engagement and outcomes that can all be tracked and monitored.

The [right data partner](#) will enable and encourage you to use your current and future data in a more intuitive way in a bid to serve up recommendations and different products to support members in achieving more; as Netflix and Amazon do so well. The simplest way we know how to do this, in the first instance, is to encourage and promote your ‘assisted products’ such as group exercise classes or PT, which, we know from research, leads to [increased retention and lifetime value \(LTV\) of members](#).

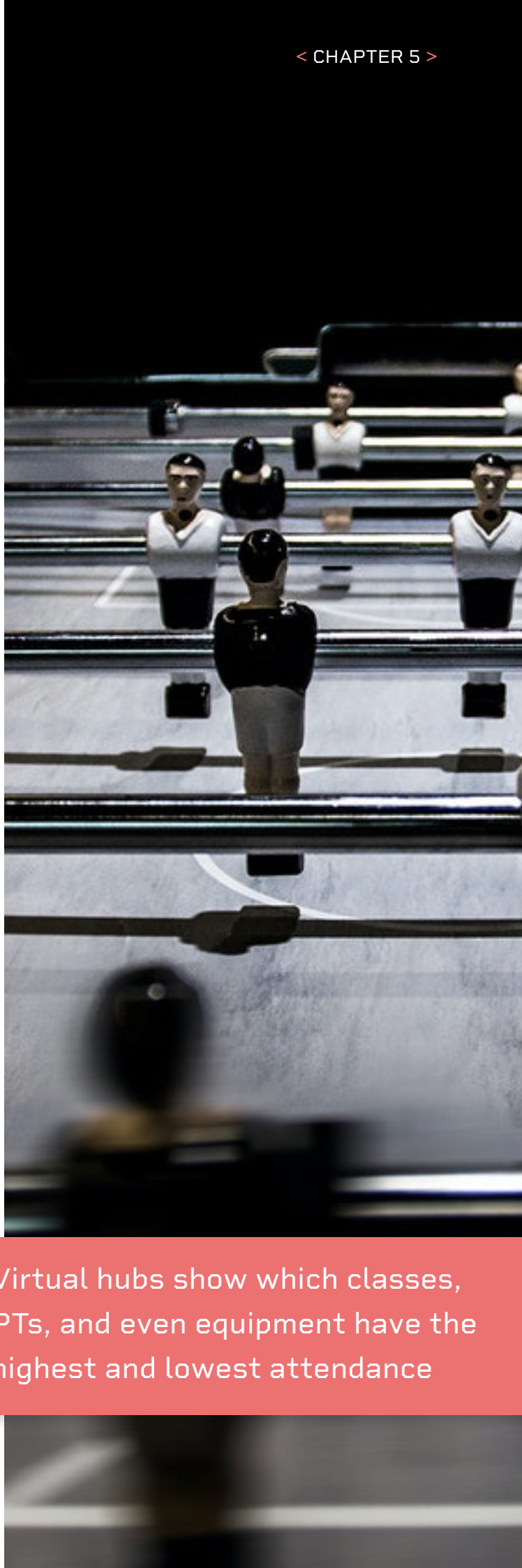
The right data partner will enable and encourage you to use your current and future data in a more intuitive way

Your superstar team

We've all been to a fitness class with a standout instructor; one who blows your mind and makes you want to return time after time. You're probably thinking about members of your team right now. Perhaps you have a PT who has a waiting list of six months? How can you bottle up this magic and spread it amongst more members in a bid to inspire, motivate and ultimately drive more revenue? It's pretty simple really, you can use data and digital strategies to stream and host these classes and sessions 24/7. We aren't suggesting you change your model of operation to become the next Les Mills On Demand, but you should be capturing these magic moments and using them to engage and galvanize your current and future membership base.

A data-driven [virtual hub](#) gives your members access to the superstar coaches and trainers with opportunities to increase member-trainer touchpoints and interaction through online training, coaching, classes, and support. This can significantly boost engagement and retention rates not to mention giving you rich-data information to learn from.

Virtual hubs show which classes, PTs, and even equipment have the highest and lowest attendance and usage levels. From there, you can swap low performing classes with more high performing classes (online and offline) and see the direct effect this has on club attendance and LTV.



Virtual hubs show which classes, PTs, and even equipment have the highest and lowest attendance



You'll also be able to learn who is attending your clubs, classes, PTs, and more importantly, who isn't attending. Finding out what is, and isn't, working for your members is valuable insight that can help you to adapt your strategies and act early to retain and acquire members.

Leverage your facility through 'fitfluencers'

Alongside being able to maximise the potential of your 'superstar team,' a virtual hub gives you the ability to stream live or recorded classes from any instructor, anywhere in the world to complement your in-house staff. No longer are you restricted to just your community of coaches. You could potentially team up with fitness influencers or other commercial brands to create even more inspiring content to reach and engage new audiences.

Why not have an amazing, Insta-famous Yoga teacher stream one class a week to all of your members across all of your facilities nationwide? Not only could this 'sprinkling of stardust' elevate your business locally, but you may even attract people from other parts of the country or places around the world that want to take out a 'digital membership' with your club just because of the 'fitfluencers' on your books. The opportunities are endless...

Driving secondary spend

Linked closely to effective member engagement is the increase of secondary spend and when executed in the right way, engaged members can drive your auxiliary revenue. The reason for this is pretty simple; trust. People buy from brands they trust. Therefore, if you recommend brands and services to your members, the data tells you that they are more likely to buy as they trust you know them.

And it doesn't take a rocket scientist to conclude that all this activity drives LTV.

For a case study of effective member engagement through the effective use of data, then look no further than – [Anytime Fitness](#). Here's just an overview of what has been achieved by integrating a bespoke virtual hub across 100+ clubs in the Philippines:

- 14.2% increase in PT revenue
- All staff remain employed during the lockdown period
- Increase of \$1M in revenue through data analytics and digitisation
- 50% of members who have signed up to the virtual hub so far are using assisted services for the first time, enhancing their engagement with the brand

Summary

What's clear is that without a decent data strategy, you can kiss personalisation goodbye. The key to personalisation is data. And as personalisation is the key to winning the retention battle, data should be your focus. So, what will you do to become more data-driven? Perhaps it's time to create a bespoke virtual hub for your business...

See if the Volution Virtual Hub can help your fitness clubs engage with your members virtually

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VOLUTION

CHAPTER 6

How can member engagement drive
more secondary spend revenue?

How can member engagement drive more secondary spend revenue?

CHAPTER 6

We know we need to engage more with our members, but what exactly does effective member engagement deliver? Lifetime value – yes. Member retention – yes. More referrals – yes. Done right, it can also be a key driver of your secondary spend. Auxiliary spend will be an area we know is going to be critical to commercial success in 2020 and beyond, especially as operators get to grips with new operational procedures due to the Covid-19 pandemic, such as capped capacities.


Since facilities were forced to close in March 2020, we've seen brands such as PureGym pivot their business models to offer home fitness equipment to their members, recognising the importance of driving revenue into the business during a time of uncertainty.

And historically, we've seen the likes of Virgin Active and David Lloyd Leisure lead the way in terms of generating secondary spend, driven

by high dwell time and high-end food and beverage outlets. You'll often find members enjoying their morning workout followed by a day spent in the cafe working. Add to this additional services, including kids soft play, tennis lessons, PT, parties, and clothing, they've seen a very healthy income from getting this part (as well as other areas of the business) right. And, of course, none of this can be achieved without the help of data to make smart business decisions.

More recently, the boutique market has been shaking the dust off this approach and driving quick wins around secondary spend. Instead of installing high-end

Done right, your brand could be seen as a health hub, delivering and recommending a network of partnerships



food and beverage areas, they have been able to maximise their reception desk to install protein shake stations, smoothie stations, and sell over-the-counter food on the go.

1Rebel, as reported by Health Club Management, is a great example of how to develop secondary spend, driving multiple benefits for its business. The boutique fitness brand acknowledges that if the member experience isn't good, they won't be coming back for more. An important part of this involves 'selling' to its members every time they step through the doors. Recognising that 'I'm healthy and I'm wealthy' is a statement that today's consumers want to make, and capitalising on the 'fitness-and-fashion' trend, 1Rebel sells t-shirts and hoodies to crop tops and street-to-gym-wear. This enables its members to achieve a 'look' that represents them and their connection with the brand. Beyond secondary spend, this creates awareness, builds loyalty, increases brand advocacy, and drives sell-out sessions.

Most would still prefer to be coached by someone they know, like, and trust.



Two different approaches, two different audiences, but both doing well because they know their members and customers; trust that starts with the brand and is reciprocated by its customers in the form of increased spend.

The way forward – a solid defence and protection strategy

There's no doubt about it, operators are facing incredible challenges. Key to a successful defence and protection strategy is to look at alternative areas to drive revenue. For this to be successful, and to see secondary spend increase, operators will need their member engagement strategy to be firing on all cylinders, requiring accurate data to drive it.

We know that assisted members deliver a higher lifetime value; they attend more frequently, they are more loyal and they refer more people. And the better we are at delivering a good member engagement strategy, the happier and more loyal our members are.

Impact

Think about the impact a great member engagement strategy could have on your secondary spend. What would the impact be if you enhanced or started to offer a range of other brands, products or services, such as at-home fitness equipment, home-delivered nutrition packages and subscriptions, clothing, virtual PT sessions; all delivering you a revenue-boosting kick-back? A great exercise for your finance team to scope out!

Done right, your brand could be seen as a health hub, delivering and recommending a network of



Millennials and Gen Z – often dubbed ‘the wellness generation’ – now make up 80% of health club members

partnerships that support and enable your members to lead a healthier, happier lifestyle – something we all want. A [report](#) showed that millions of Brits class themselves as ‘too busy’ to be healthy. More than half of the people polled said they want to eat healthily and get plenty of exercise – but are hindered by their hectic lifestyles, and two thirds admitted they often eat ‘badly’ because they don’t have the time to prepare nutritious food. Imagine if, at the touch of a button, you could offer your members access to everything they needed to lead a healthier lifestyle... we think they’d be pretty happy!

Most of us will admit we are time-poor and will do what we can to claw back time – where we can; whether this is buying ready-grated cheese, having a cleaner, using dry shampoo, or simply sending emails late at night whilst you have dinner or attempt to watch TV.

However, on the flip side, [research](#) shows that Millennials and Gen Z – often dubbed ‘the wellness generation’

– now make up 80% of health club members and have a more intense focus on holistic health. This means it can really pay to expand your offering to provide other services that make you ‘more than just a gym’ – looking after the minds, bodies and souls of your members.

Recommendations

It’s not rocket science to recognise the [power of personal recommendations](#). How many times have you looked at a product or service off the back of a friend or family member recommending it to you? And how many times have you bought something online after the website you were shopping on recommended it?

Let’s apply this to your network of facilities. If you have the right engagement strategy and you have



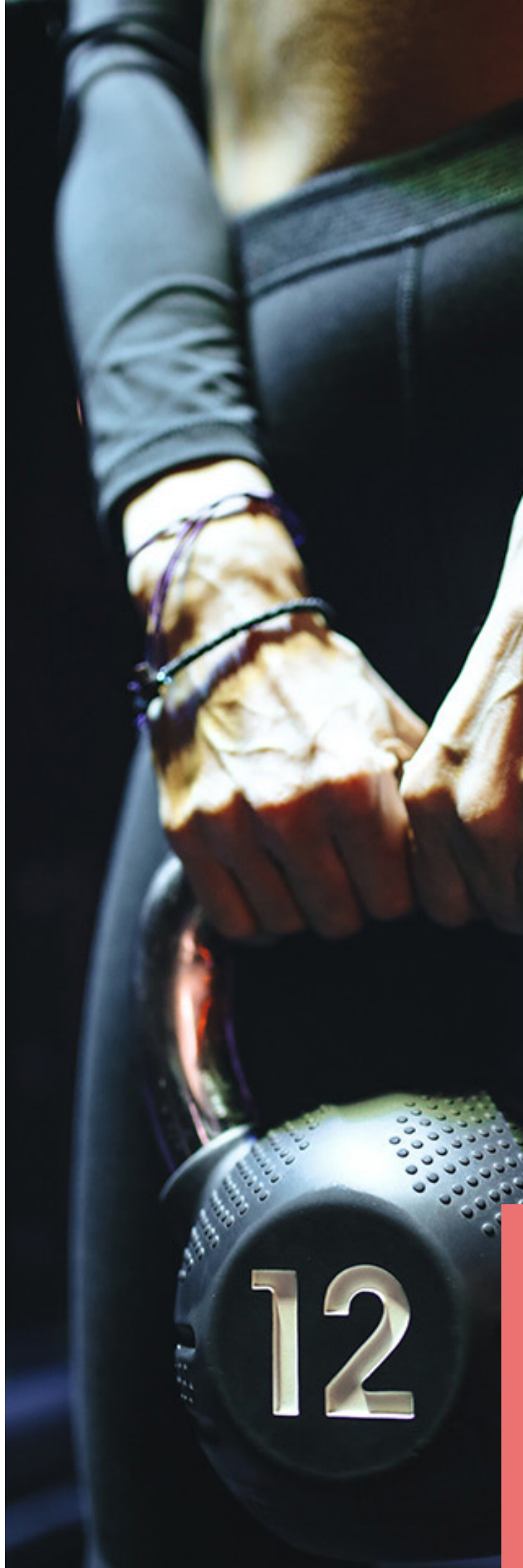
a membership base of avid members, think of the impact recommendations for additional services and products could have on them? If you've fine-tuned your strategy and you're engaging with your members both virtually and in-club, the [trust level will be high](#). You're already serving them content and classes they like and are benefiting from. Add to this third party brands and services, all giving you a healthy kick-back on sales, and it's a win, win.

Summary

You have the potential to offer your members everything they need in a bid to become healthier, happier versions of themselves, and what's more, you can drive significant revenue to your business. By recognising the part you play and seeing the bigger picture by utilising the data, you have, at your fingertips, the power to navigate your way through this time and continue to [drive your revenue now and years ahead](#).

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Glossary

Data tracking

There is no limit to the data that can be tracked. With a virtual hub (see below), this can be bespoke to a facility/brand. Data tracking can include: attendance of the club, classes, and PT; usage of equipment; member wearables data linked to club use; membership retention, longevity and churn; member engagement levels; marketing channel leads and conversion rates. Salesperson touchpoint effectiveness; product sales volumes, time of sales. Member LTV; and staff productivity and results.

Hybrid gym

A hybrid gym is a facility that has both a physical and virtual presence, offering tiered memberships that allow members to work out at home, in the gym, or both – enhancing member engagement, retention and commercial results.

Virtual dashboard

A virtual (central) dashboard gives you full visibility of your entire operation in one place. It shows the length of stay for each product or service (online and offline) your facility offers – making it easy to be proactive and make smart business decisions. It also allows you to compare clubs, which can help you make more accurate high-level decisions. I.e. some club data might be different from others and require a different decision. Data can help you make more accurate micro-decisions much faster.

Virtual engagement

Virtual engagement is about the action of replicating ‘real life’ interactions

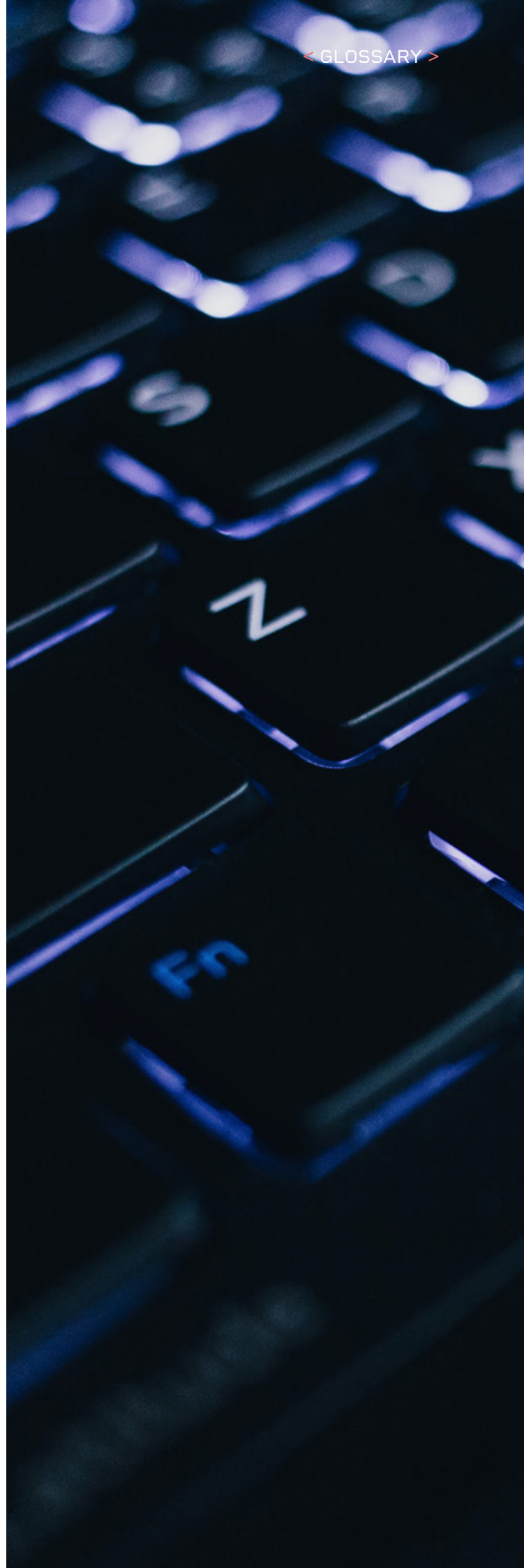
online or through technology to increase the affinity between your facility and members. A key part of virtual engagement is using data to show what works and what doesn’t to give your members more of what they want, at the times they want it, through their preferred channels. Ultimately, this provides them with the very best experience possible. As with ‘real life’ engagement, virtual engagement is all about tracking, understanding who is and isn’t engaged – and why. Then using those learnings to develop a stronger, more profitable business.

Virtual hub

A virtual hub is a bespoke and measurable digital platform that bolts on – and unites – your existing data/management systems to drive engagement, retention and revenue. Because a virtual hub is white-labelled, it can be designed to match any brand and fit seamlessly within your current website or systems. A virtual hub enables you to offer both a virtual and ‘bricks and mortar’ service (essential for the post-Covid era) – connecting the dots between home fitness and the gym environment. This allows you to plug gaps and generate new opportunities for member engagement to deliver a powerful, ‘joined-up’ experience, as well as secondary spend. A virtual hub also allows you to offer a range of tiered memberships (digital, physical and hybrid) to suit every individual. Engagement through a virtual hub also means you can channel members back towards your physical sites to enhance commercial results.

Virtual secondary spend

Knowing who is having a good experience and a bad experience allows you to target members to upsell and create a secondary spend. Members having a good experience are more likely to spend more money. Data showing actions of members can highlight the types of members buying certain products and also members that should be targeted to buy certain products. Through a virtual hub, you can sell products such as merchandise, food/drink, digital memberships, exercise education courses, at home equipment, and more, then use data to show which products have a good ROI and are worth pursuing further.





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