

SLL bring in extra £94k per annum with measured member journey



Stevenage Leisure Limited engaged with GGFIT to help facilitate monthly fitness forums, standardise processes across 14 sites and improve member retention.

The biggest focus has been defining and measuring the new member journey. Other initiatives over the first three years of engagement include class analysis, member challenges, staff recruitment, mystery joining, member comms, classes and boot camps.

The Member Journey Problem

The initial issue was twofold; no standardised new member process, and no tracking of new member appointments. Some sites delivered excellent new member inductions, others were only offering group inductions, and many left it to the member to choose. Most managers thought 100% of new members had an induction. In fact, those sites that were tracking (on manual spreadsheets) would achieve around 50% of new member first appointments booked.

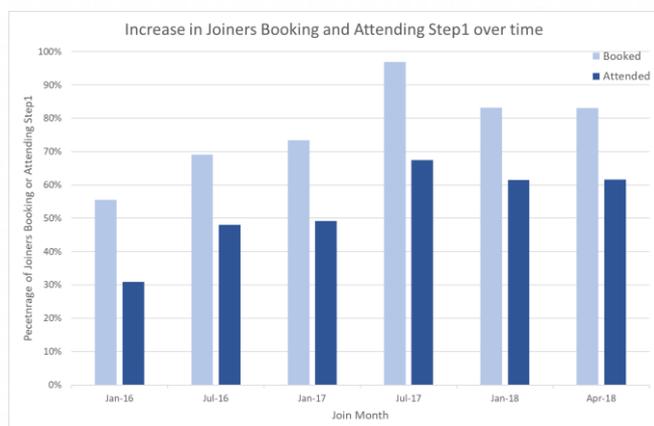
Through the GGFIT facilitated monthly fitness forums, a new member journey was defined, with Step1, 2, and 3 appointments over the first 4-6 weeks. Each appointment was outlined with key tasks, bringing standards across the SLL estate, but still allowing for flexibility between sites with different products or facilities. A standard member journey 'brochure' was designed to explain and sell the journey to members, and appointments were labelled and recorded in SLL's CRM system (Legend) to track the journey.

January 2016 saw 55% of new members booking a Step1 (see chart below). Fitness Managers were disappointed that they had not achieved their (own) target of 90%. A fast-track Step1 option was included for members who didn't want a full 'induction' due to previous experience, these were included in the stats.

There was a perceived sales gap at many sites, with new members not being offered the Step1 appointment properly. Training on the importance of the whole member journey Step process helped improve overall booking to 68% in July 2016.

Measures, tracking & reminders

Towards the end of 2017, member communications helped to improve the journey take-up somewhat, with triggered emails and SMS messages as reminders of appointments and nudges for new members with no Step1 booked or missed appointments.



Jan 2017 saw 73% booking, and 49% attending a Step1 (from circa 2,000 joiners).

Jan 2018 showed improvement: 83% booking and 61% attending.

The main progress factors are access control (attendance log), member comms, and 'selling' the new member journey.

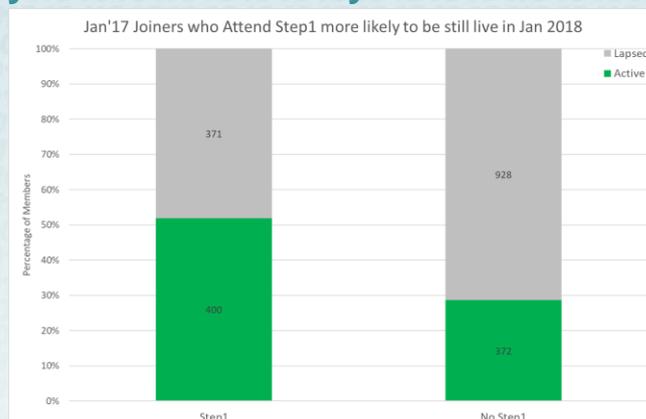


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Members who attend Step 1 appt more likely to be members 1 year later.

SLL's 12-month retention is improving year on year. Members who attended a Step1 appointment are 22% more likely to be members 12-months after joining, compared to those who do not book, or miss their Step1 appointment.

This chart demonstrates to staff why selling a Step1 is so important.



Proinsight Mystery Joining

The journey was mystery 'shopped', and while all shoppers attended their Step 1, there was a significant number of positive comments from promoters about the first appointment, and a contrasting negative sentiment from detractors.

“Selling the Step1”

Many new members consider themselves to be experienced, or they know that they can join a low-cost gym without having to go through an induction.

It is up to staff at SLL to sell the Step1 to these members. It is not a “health and safety” requirement that new members must attend, but a member benefit that will motivate them, help get results quicker, and ultimately stay longer, which is what the new member wants. Changing the name to a Step1 indicates that there are more steps to follow. While not mandatory, the journey steps highly recommended to all new members (and returning ex-members), as the appointments will help these members to stick around longer.

Based on the subsequent reduction in cancellations, the improvement from Jan 17 to Jan 18 generates another £7.8k per month, or £94k per annum in DD revenues.

Audrey Salisbury, Divisional Operations Manager at SLL said, “The consultancy GGFIT has provided SLL with over the past 3 years has been exceptional and provided a solid platform with which to drive retention forward”

Many clubs lose interest or focus in members immediately after the sale, and this can be compounded by members who feel they don't want or need an induction. By selling the Step1 (welcome session) and measuring success, it means more members are sticking around longer at SLL, and becoming healthier and happier.

