

GROUP EXERCISE TIMETABLE ANALYSIS GUIDE

As you prepare to re-set and re-open your club it can be a good time to stop and reflect on your previous Group Exercise (GX) offering.

It's inevitable that you will have to make some changes to your previous offering as the landscape will have most definitely changed. So today we can look at how we can start to pull together all the data that can help shape some of those decisions both from an operational and strategic perspective.

STRATEGY FOR THE POST-COVID LANDSCAPE

Our new GX goals will of course driven by restrictions that may be in place during the COVID-19 period. We recommend that you develop two sets of goals in your planning for GX.

SHORT GAME

The short game will be mainly based around safety, accessibility and maximising potential under any restrictions in place.

LONG GAME

The long game will be focused on how to re-set your GX strategy to start to work towards achieving or even improving on your pre-covid GX results.

FIND YOUR DATA

There is a wealth of information you may have available to help you make great decisions for the short and long term. Hopefully you have been able to look at this data for your facility and have a clear picture of your club's performance both pre COVID-19 and during COVID-19. We will see differing information during both of these periods, but both are important to help your future planning.

Common sources of performance data are:

- CRM data, usage, demographic, time-slot analysis
- App data – booking systems, adherences, trends, issues
- GX software, best classes/instructors/ programs/ time-slots/costs
- Digital data during COVID-19: interactions/requests/ attendances

Ideally you will be able to pull together pre-COVID-19 (YTD or previous 3 months data before closure) and during COVID-19 data for:

- Attendance
- Occupancy
- Most popular programs
- Class feedback
- Opportunities

Detailed descriptions of data sources and how to benchmark against clubs around the world are explored more in the Group Fitness Management (GFM) online course.

The short game is about doing what is needed to best navigate this uncertain period. The short game will be mainly based around safety, accessibility and maximizing potential under any restrictions in place. Here are some considerations and tactics as you pull together your short game.

SHORT GAME

CONSIDERATIONS

RETENTION AND ACQUISITION TARGETS

Where is your focus? Retention focus may play the biggest part in this initial period – how many members can you re engage and re motivate.

BUDGET

How much allocation do you have aligned to your GX strategy? This may have changed based on YTD performance so you may have to consider reducing costs in this financial year and how this may affect your offering. If you were previously spending all allocated budgets, you will have to think about how you can continue to deliver a good service but wasting less budget. Using your stats will help you make better decisions. Some may be tough.

GX KPIS

How will this look for you? With phased returning to exercise and any government restrictions that have been announced, what would this look like for you?

QUICK WINS

Focus on your previous success stories. How can you leverage what was really powerful about your club in the short term to come back strong?

RESTRICTED OCCUPANCY

Phased occupancy levels are likely to be set by government regulations. With this in mind you will need to consider the best person to maximize those numbers and how this may look.

TEAM MANAGEMENT

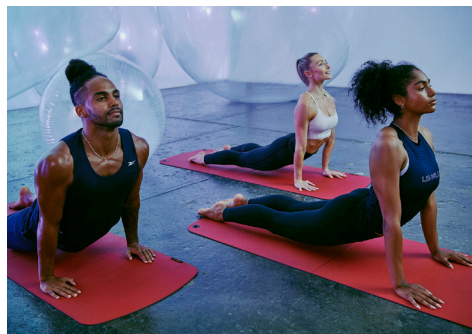
Short term you may have to consider dropping spaces available to classes and further spacing. Consider always setting the goal for the instructor around the changing spaces available and phase this in over the period. Set 121s with your team to discuss this & other precautions you are putting in place.

GOAL SETTING

Goal setting is paramount. Don't leave things to chance. If you are using GX software, it may be best to consider dropping studio occupancy levels rather than just asking instructors to achieve lower percentage of the original levels. This will help stabilize overall numbers and seem more achievable to instructors. Remember – so many variations to what affects targets:

- Time of day/slots
- Instructor experience
- Previous performance/ exposure to members
- Replacement instructors

SHORT GAME — TACTICS



SCHEDULE YOUR BEST INSTRUCTORS

In the short term, you need to be really clear about who your best instructors are and the impact they are having. There will be some tough conversations in this space, especially if you are operating under restrictions, but clarity is important for short game success.

If you have been operating online or with live streaming, which instructors have been the most in demand? Who gets the best interaction levels? In the long-term it is important to consider growth and development of your instructors but right now we need to make sure we can meet members expectations and create excitement around your GX offering.

NOTE: Make sure you don't burn-out your best instructors with this tactic. Consider how many classes each of your rock-stars may be allowed to teach. Les Mills New Zealand do not let their instructors teach more than 4x classes in a week, and best practice we have observed is between 4-6 a week max. This alleviates the burn-out but also ensures that your members get variety, not everyone likes the same personality just the same as they may not like the same genres.

SCHEDULE MORE OF YOUR BEST PROGRAMS

You need to get your studios full and moving again, and that means being clear about your ideal program mix. Rank your programs based on total weekly attendance, average attendance and your overall judgment.

It can also be good to consider average occupancy percentage as this can give a good indication of show rate regardless of the number of classes. There may be some programs that have surprised you and may have been steadily climbing based on the word spreading or a new instructor picking up pace and there may be some that you have found to fall more into the niche element of your timetable – these can of course still be valuable, but could be moved to a new place on your timetable. You also have further data that can be drawn upon given the current climate:

- If you continued to offer online tools for your members which were the most used?
- What has the customer narrative told you?
- What did they miss? What motivated them?
- Was there any genres that were brand new to your members that

MAXIMIZE YOUR TIMETABLE WITH DIGITAL SOLUTIONS

We know from our research that some GX studios are empty and unused for up to 70-80% of opening hours. Using Virtual programming lets you offer group exercise options every hour that your club is open, as well as offering a variation in programming. Best practice is to use virtual fitness to expand a successful live timetable, as our experience is that instructors build relationships and generate referrals for clubs. However in the short-term we have to look at ways to increase GX potential that will keep your overheads lower.

Consider also that many of your members maybe new to GX or even new to fitness. Virtual helps alleviate "gymtimidation" amongst members who may have been taking part in digital workouts during the lock-down period. There is untapped potential within your membership:

- 75% of current members would try virtual – so if you are operating under physical distancing restrictions, this could help manage capacity.
- Evidence shows Virtual can grow live attendance by 12% in the long term, so this short term win can lead to a longer term gain for your club.

EXPAND YOUR FITNESS LANDSCAPE

We have seen a real shift in consumer acceptance in the digital fitness space, and it has allowed many facilities to ensure they keep their members connected both physically and mentally 24/7.

It may be worth considering a phased approach with digital GX programming for both your long and short game. Short term, consider what percentage of your GX timetable may be affected by attendance restrictions.

Closures of businesses and schools will affect your attendance levels, government regulations can decrease your capacity and budget restrictions may not let you put on as many live classes as you would like. You can close the gap with digital options like Les Mills on Demand or Live-streaming which can allow you to meet a wider audiences needs. Live-streaming can also be a great addition to maximize the feeling of "groupness" and keep the connection with your team.

The long game will be focused on how to re-set your GX strategy to start to work towards achieving or even improving on your pre-COV-ID GX results. During this period of adaption we can most definitely continue to collect data that will help us re-focus our long term strategy.

LONG GAME

CONSIDERATIONS

NEW HABITS

As COVID-19 has disrupted the fitness industry it has also disrupted many consumers habits. We are seeing fitness consumers try different styles / genres of classes. Have you seen any new habits among your members or any requests for genres that you didn't previously offer?

ONLINE TO OFFLINE

Pioneering clubs are using the unprecedented challenges of the COVID-19 crisis as an opportunity to transform their offering. Through smart use of technology and an agile mindset, operators are future-proofing their offline business by building new online revenue streams and growing their audience.

The evidence suggests clubs that can bridge the gap between the digital and physical world to offer members an integrated fitness experience will be best-placed to thrive in the future. Ask yourself - has the demand for my digital options continued after re-opening? And what are my competitors offering - are we being outpaced?

NEW BUSINESS LANDSCAPE

Despite the disrupted landscape, the opportunity is to consider how group exercise can play into your long term business goals. Ensuring you have a clear line-of-sight on your KPIs and what they mean for your club is key.

BRING YOUR TEAM ALONG

Consider sharing your wider goal with your GX team so they can see how their part helps achieve the overall goal. Ideally you can outline some larger goals for GX – thinking 12-36 months ahead for some aspects. We work on how to create a strategy like this in the Group Fitness Management certification, available online and free to all our partners

TACTICS

MAXIMIZE YOUR TIMETABLE FOR NEW MEMBERS AND FOR FUTURE TRENDS

Consider how you can re-build your GX offering to make you stand out. How do you differentiate against your competitors? By building on what you know has worked during this period, you will be able to outline where you have opportunity to harness previous success but also where you may also see possible areas where you can encourage new habits from your members. For instance, your data may say that you have less class attendees 1-3pm but is this because there is no one coming through the club? Is the gym busy and members may be swayed into the studio with the right class? What is working for your competition?

2 REVIEW YOUR PERFORMANCE AGAINST GLOBAL BENCHMARKS

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TIMETABLE TIPS TO GROW YOUR ATTENDANCE



STEP 1

Give priority to the most popular Instructors and programs and best programs



STEP 2

Within each time zone across the week (e.g. weekdays 6-9am, 9am-2pm, 5-8pm, weekends morning and afternoon), aim to offer at least 1 strength/toning, 1 cardio and 1 mind-body option



STEP 3

Consider the benefit of offering express classes (particularly in the morning and lunchtime slots) and of adding virtual classes to expand your timetable in off-peak time



STEP 4

Add up the total of different programs in each studio (ideally no more than 7-8 programs per studio) – this could be a separate exercise your club could do to minimize confusion for members and prospects



STEP 5

Look holistically each day and check the flow of the classes work and are balanced. Now check each time zone during the week and check you are offering balance and consistency (i.e. members can do their favorite core class at least twice in the same time zone)

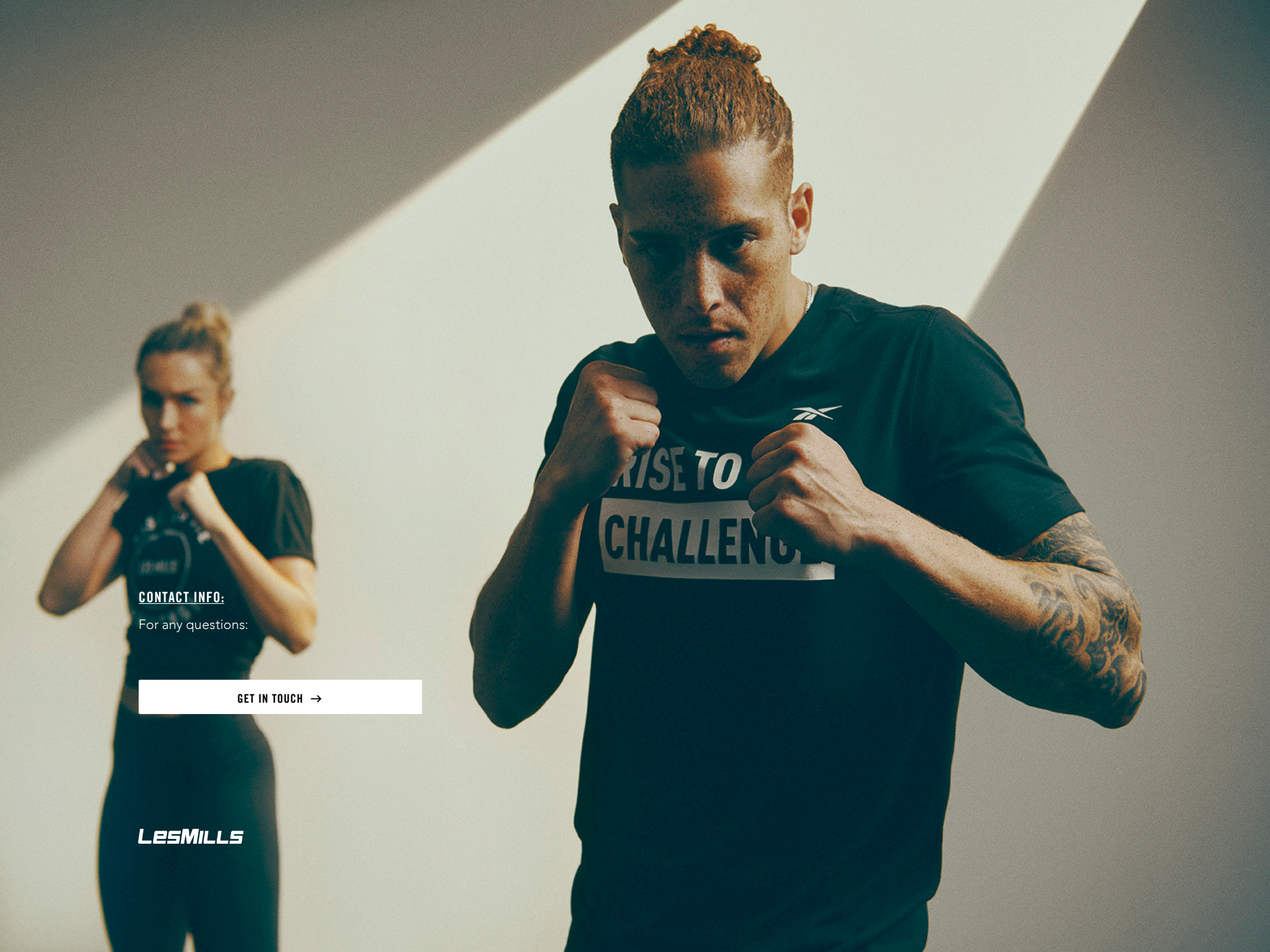


STEP 6

Ensure new members can access your GX with confidence – avoiding gymtimidation and making great discussions

FURTHER CONSIDERATIONS

- Do classes work with childcare schedules?
- Do classes support activities in the gym?
- For multiple studios, do they compliment each other, giving great choice options throughout the week?
- Do they help alleviate busy periods by maximizing shoulder slot scheduling & HIIT/ shorter variation classes?
- Does it support current usage patterns



CONTACT INFO:

For any questions:

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LES MILLS