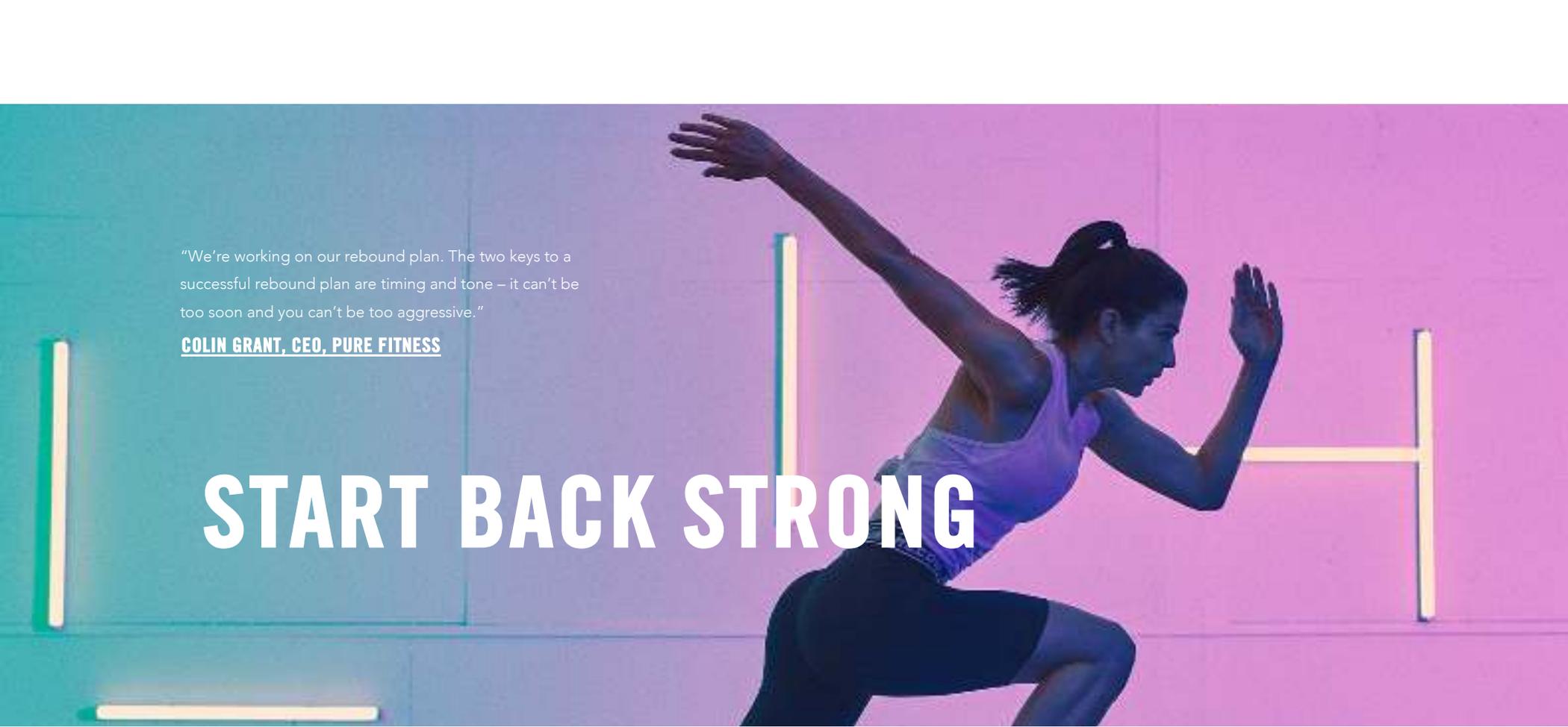




**LES MILLS**

**CLUB RE-SET**  
**PLANNING GUIDE**



"We're working on our rebound plan. The two keys to a successful rebound plan are timing and tone – it can't be too soon and you can't be too aggressive."

**COLIN GRANT, CEO, PURE FITNESS**

# START BACK STRONG

## **FOCUS AREA**

Health is now everyone's top priority, so how can your club get set to nail this opportunity?

From our experience with our teams in China and Japan, re-opening can be cautious; navigating member confidence, government advisories and cultural considerations.

It's OK to feel lost and stressed about the future. But prepare to embrace a new mindset. The opportunity is big but so is the challenge.

## **INSIGHTS**

### **THE FUTURE IS BRIGHT**

In China, a post-lockdown Nielsen survey found 75% of the public are planning to spend more on sport and fitness in the future, while 80% are trying to eat more healthily.

### **NOT OUT OF THE WOODS YET**

In Singapore and China, clubs have opened and been forced to close again after a new wave of infections.

## **TACTICS**

### **SET A SMART DATE**

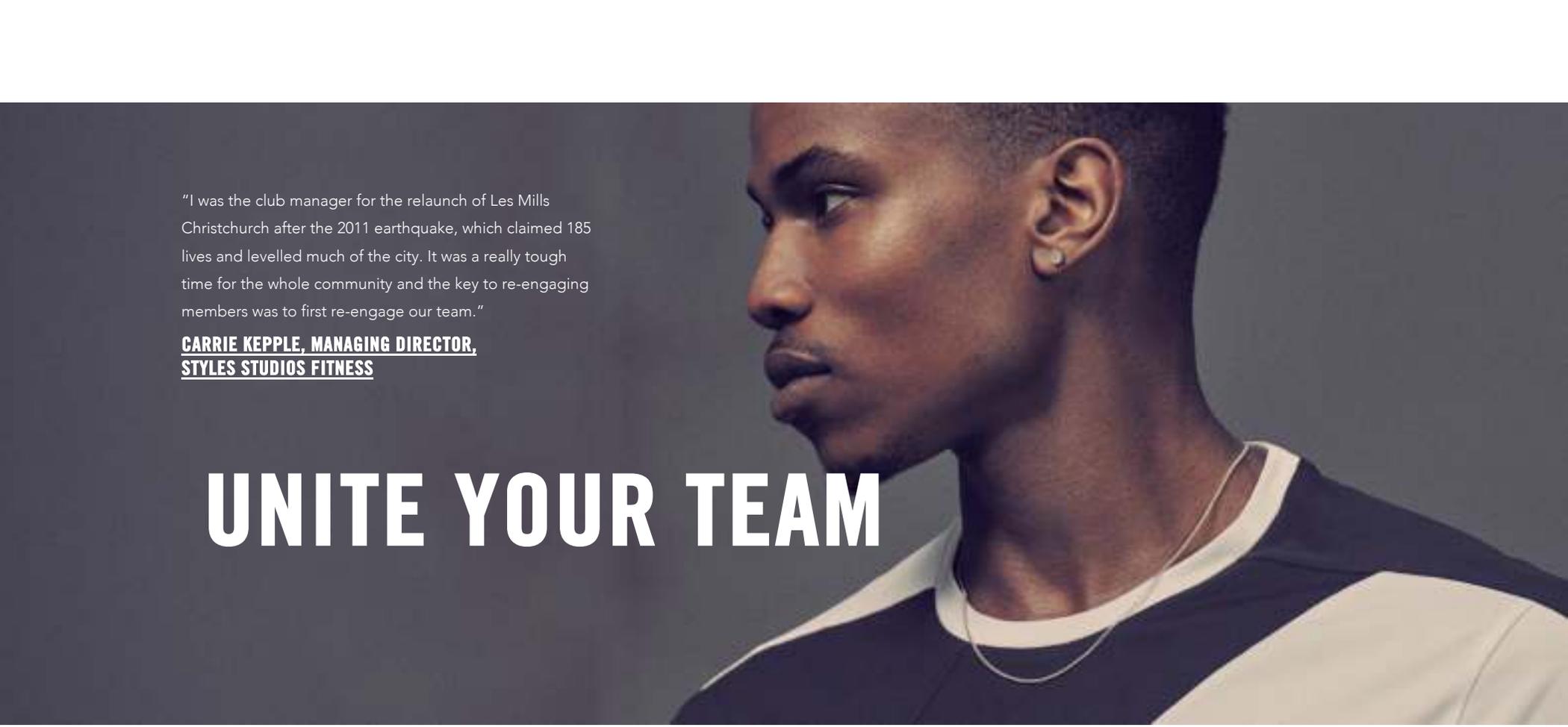
Stay close to government advice and pick your opening date with care. Open in stages if you need to.

### **PLAN FOR CHANGE**

Make sure your plans include what happens to staff, members and operations if you go back into lock-down.

### **LEAN ON US**

Consider the Les Mills Marketing team an extension of your own. Leverage pre-built marketing, communication and planning tools on our [Brand Central Hub](#)>



“I was the club manager for the relaunch of Les Mills Christchurch after the 2011 earthquake, which claimed 185 lives and levelled much of the city. It was a really tough time for the whole community and the key to re-engaging members was to first re-engage our team.”

**CARRIE KEPPLER, MANAGING DIRECTOR,  
STYLES STUDIOS FITNESS**

# UNITE YOUR TEAM

## **FOCUS AREA**

Instead of jumping straight to getting your members back in the gym, consider that your staff and fitness instructors are the secret sauce to getting your gym firing again. Make sure your team feels supported and inspired to make a difference in people's lives.

Regardless of how things have been in the past, this is an opportunity to do things differently. How can clubs better engage their staff & instructors to deliver great member experiences that set them apart from the online experiences they have been using?

## **INSIGHTS**

### **WELL COVERED**

As part of the reopening at Will's Gym in China, staff received comprehensive education on new procedures, and the wearing of masks and gloves is mandatory for all staff to promote hygiene and to reassure members.

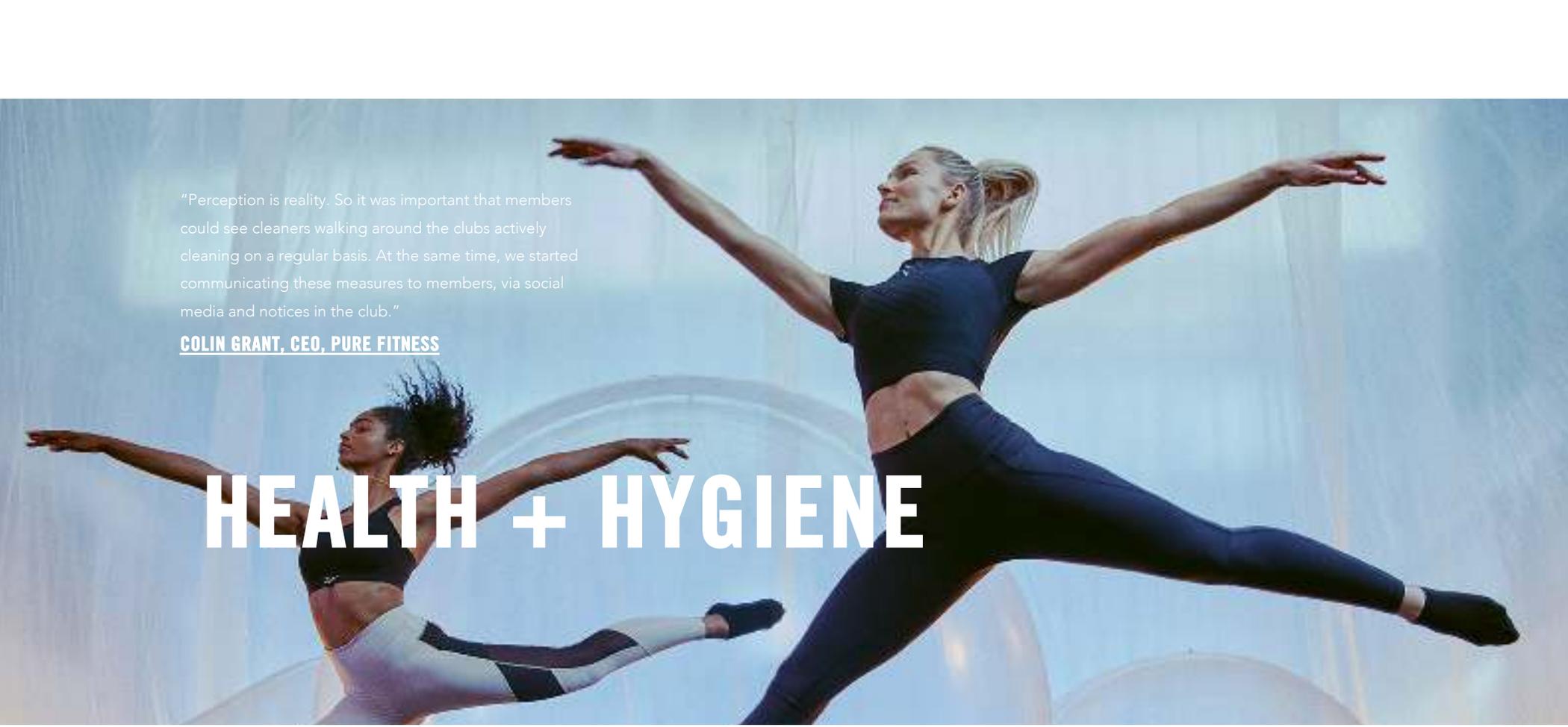
## **TACTICS**

### **LISTEN UP**

Spend some time understanding your team's concerns, how they are feeling, what questions they have.

### **SAFETY FIRST**

Your staff will be worried about their safety, so make sure they feel safe and supported so they can help members.



“Perception is reality. So it was important that members could see cleaners walking around the clubs actively cleaning on a regular basis. At the same time, we started communicating these measures to members, via social media and notices in the club.”

**COLIN GRANT, CEO, PURE FITNESS**

# HEALTH + HYGIENE

## **FOCUS AREA**

Help members coming back to your club feel safe and secure by increasing the frequency and visibility of your health and hygiene practices.

Hygiene will be top of mind for everybody coming back into a club, so when members see that it's safe, they'll keep coming back.

## **INSIGHTS**

### **BE SEEN TO BE CLEAN**

Premium operator Pure Fitness in China is visually reinforcing the steps they're taking to keep members safe. This includes making sure cleaners are always in sight when members are moving around the club, as well as communicating the new hygiene measures to members, via social media and notices in the club.

### **GLASS HALF FULL**

Group Exercise classes have been mandated at a 50% capacity in China and Japan. Careful planning and a new timetable is needed to satisfy members and keep them safe.

## **TACTICS**

### **VISIBILITY**

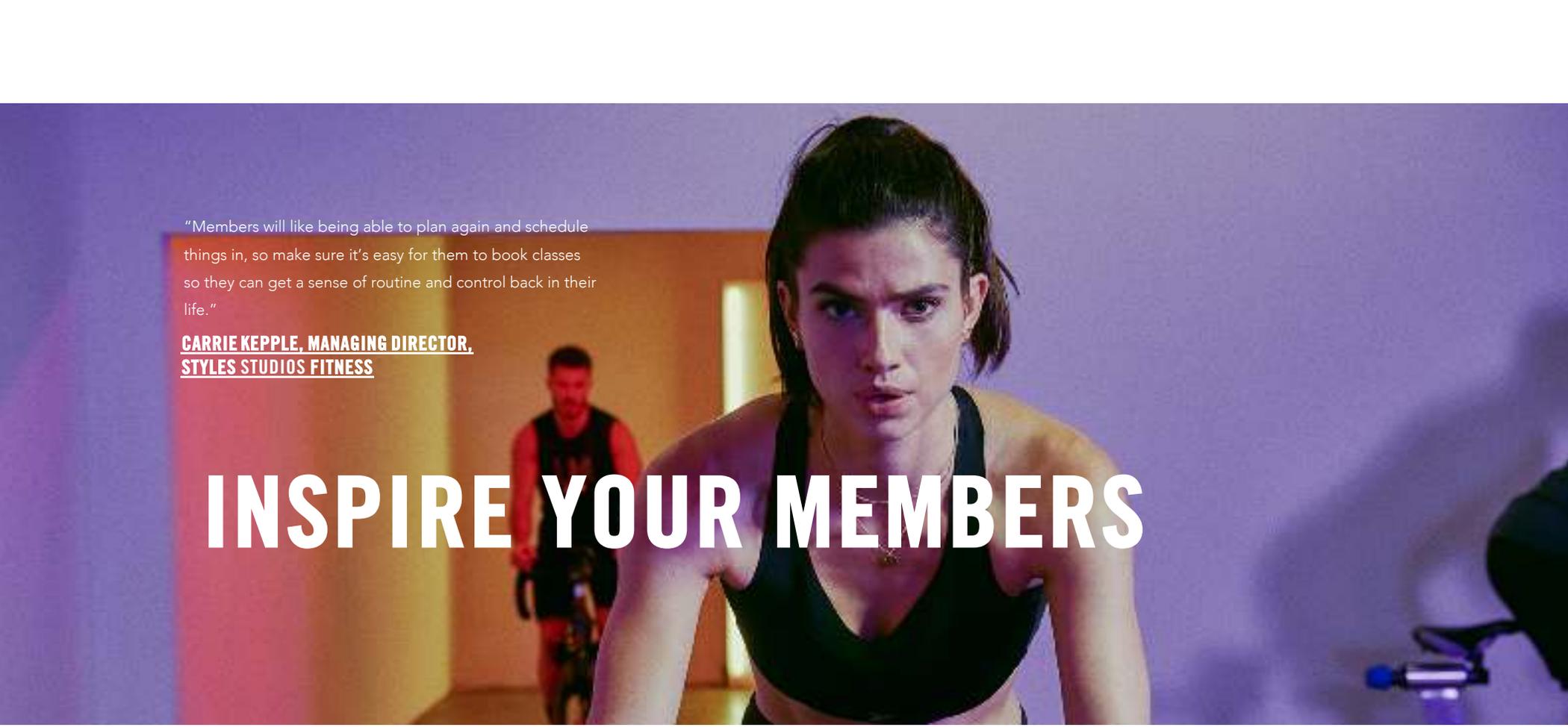
Ensure your health & hygiene efforts are visible and obvious to members. Read more about health & hygiene tactics from clubs around the world [here](#).

### **CLEAN AND NEW**

Upgrades to equipment, studio paintwork and signage and send a strong signal that things are new and different.

### **SIGN OF THE TIMES**

If you don't have design capability or time download our free [Health & Hygiene Club Signage](#)>



“Members will like being able to plan again and schedule things in, so make sure it’s easy for them to book classes so they can get a sense of routine and control back in their life.”

**CARRIE KEPPLER, MANAGING DIRECTOR,  
STYLES STUDIOS FITNESS**

# INSPIRE YOUR MEMBERS

## **FOCUS AREA**

After time out of your facility, some members may need help to get back into the gym environment. We have the tools you need to inspire you members to work out with you again. It’s also worth studying the percentage of your members who are less than a year in, as you might need to work harder to reconnect with those who haven’t built that solid bond with the club yet.

## **INSIGHTS**

### **KNOCKING DOWN THE DOOR**

In China people have been desperate to get back into the gym and are excited about working out. Les Mills China has seen that the social aspect and the craving of human connection in the Group Exercise (GX) experience has been a strong driver.

### **NEW HABITS**

As your members return, they may have new habits that you can learn from including at-home or online fitness offerings. Be adaptable and use your data to set yourself up for success on their return.

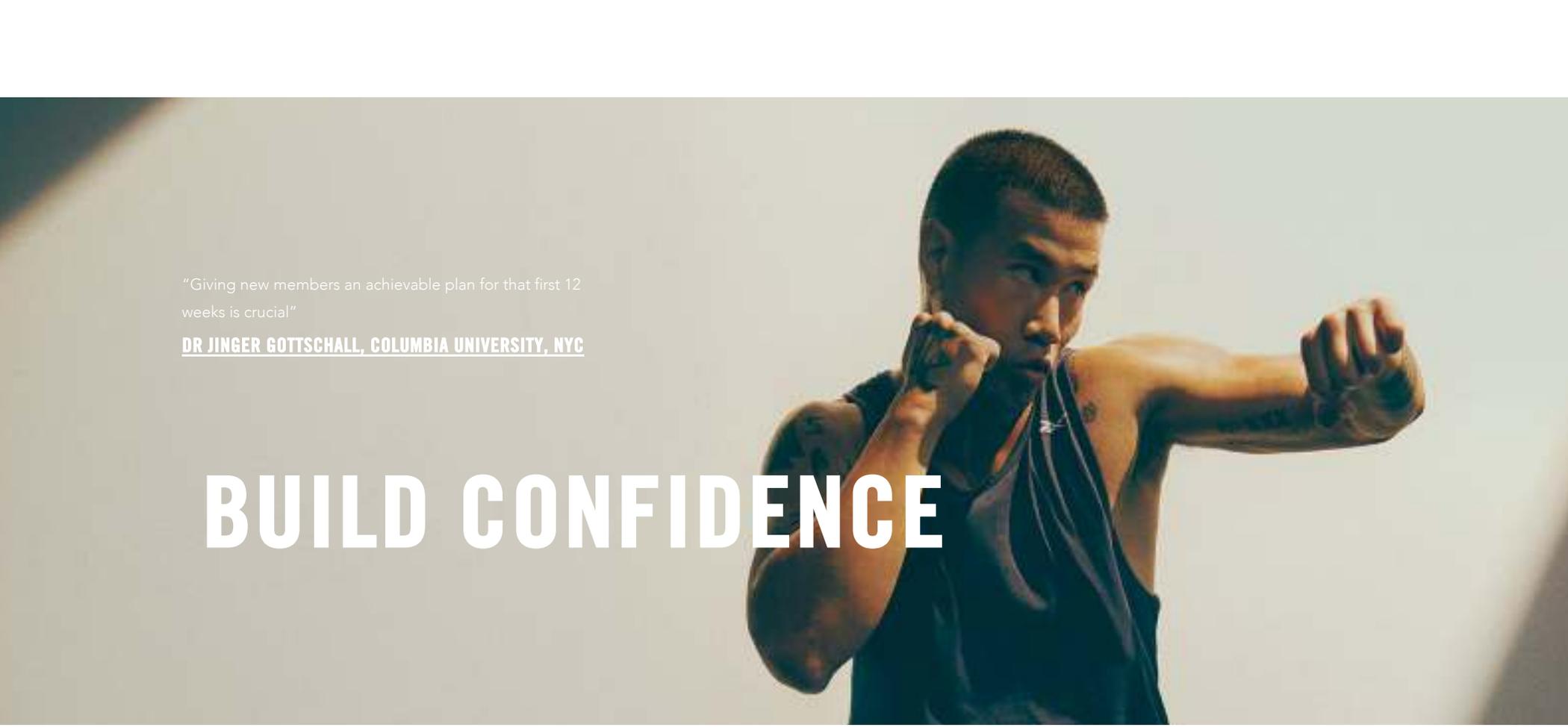
## **TACTICS**

### **EMBRACE NEW**

The perfect time to launch a ‘try a new class’ or friend get friend offer.

### **GOOD TO BE BACK**

Actively highlight on social media that people are back in the gym and dial up the message that it feels good to be back working out together again. Download a [club marketing campaign](#) to inspire your members to get back into fitness with video, print and social materials.



“Giving new members an achievable plan for that first 12 weeks is crucial”

**DR JINGER GOTTSCHALL, COLUMBIA UNIVERSITY, NYC**

# BUILD CONFIDENCE

## **FOCUS AREA**

After four weeks or more away from your club, your members will be feeling nervous about getting back into their old routine. They may have changed their exercise habits due to the restrictions of lock-down, so make sure you have a plan to gently get them back into it – including lots of shorter format classes.

## **INSIGHTS**

### **BACK TO WORK**

In China our teams have noticed that there is apprehension about a return to the gym, but surprisingly it is not just about COVID-19 risks, more about the fact that it's their first workout back in over two months.

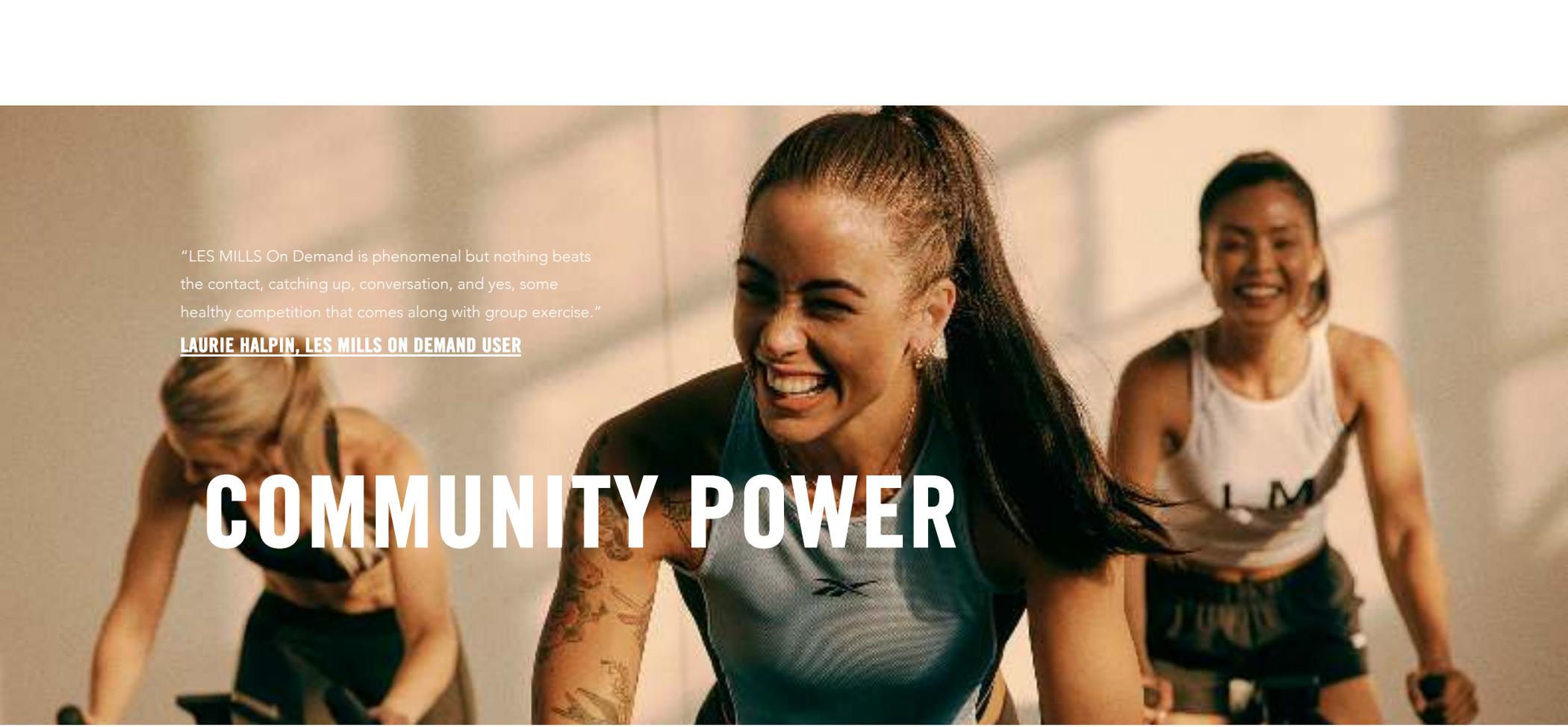
### **FREQUENCY BEFORE INTENSITY**

It's important to just get people into the habit of exercising. People need options so they can tailor the workout to suit them. 84% of Regular Exercisers are exercising a minimum of three times per week\*

## **TACTICS**

### **INTRODUCE GROUP EXERCISE**

Members who attend Group Fitness use their facility 4x per week compared to IHRSA's figure of 1.9 member visits a week on average\*. [Review our 2019 Global Fitness Survey.](#)



“LES MILLS On Demand is phenomenal but nothing beats the contact, catching up, conversation, and yes, some healthy competition that comes along with group exercise.”

**Laurie Halpin, Les Mills On Demand User**

# COMMUNITY POWER

## **FOCUS AREA**

Community and social interaction has never been more important than it is right now. It’s a key differentiator between your club and whatever online fitness your members have been using during lock-down. Motivate and inspire your members by focusing on the social and connection benefits that come from working out in a live environment.

## **INSIGHTS**

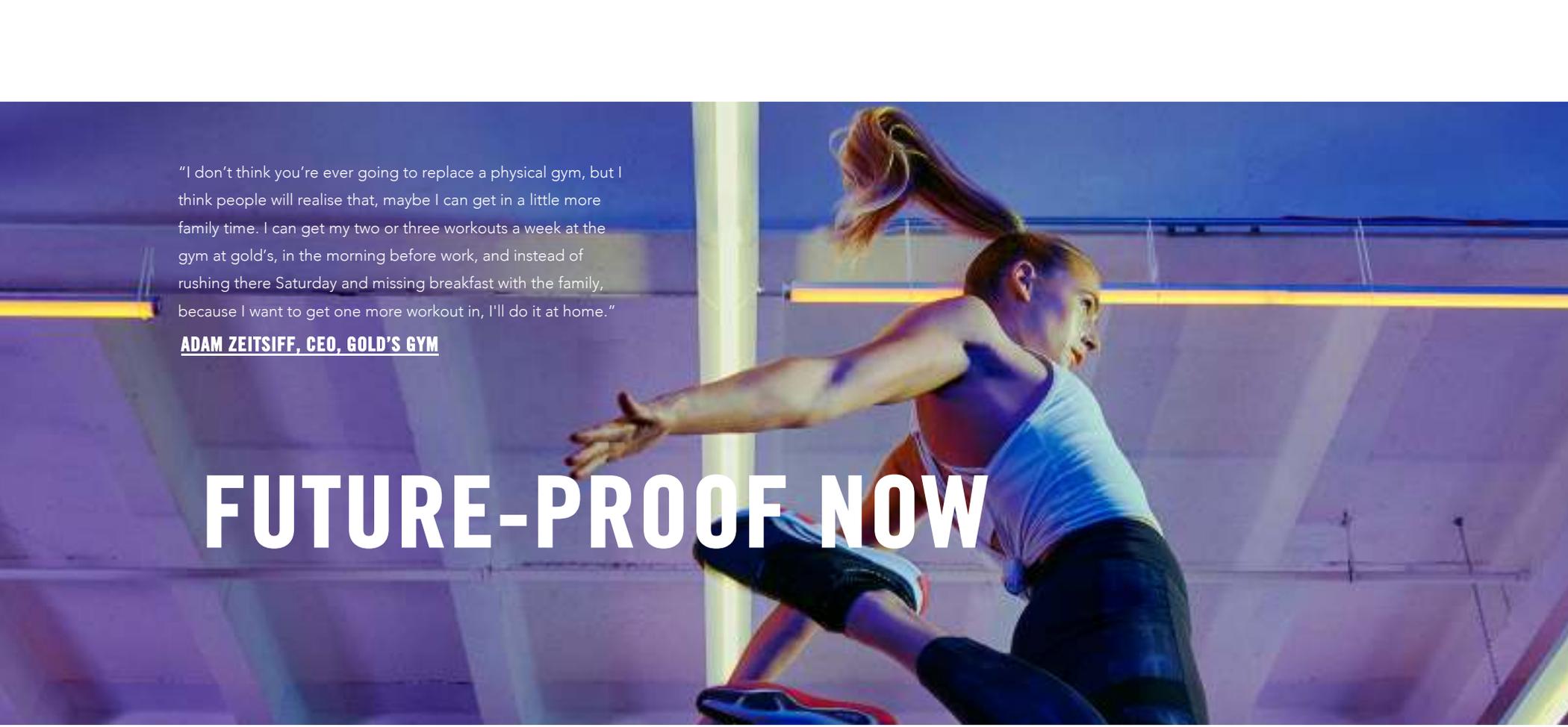
### **BACK TO WORK**

When Les Mills Christchurch re-opened after the 2011 earthquake, we found people really gravitated towards the social aspects of the club – group fitness obviously, but also things like the club café. It wasn’t so much about being able to workout again – many had been active the whole time – it was about being back in a group setting. So we doubled down on club events to support this and set out member challenges such as “try a new class”.

## **TACTICS**

### **MORE THAN JUST FITNESS**

Highlight to members what is happening in areas of your gym that encourage social connection. Don’t forget about the café and other non-workout areas.



"I don't think you're ever going to replace a physical gym, but I think people will realise that, maybe I can get in a little more family time. I can get my two or three workouts a week at the gym at gold's, in the morning before work, and instead of rushing there Saturday and missing breakfast with the family, because I want to get one more workout in, I'll do it at home."

**ADAM ZEITSIFF, CEO, GOLD'S GYM**

# FUTURE-PROOF NOW

## **FOCUS AREA**

Before COVID-19, 85% of gym members were doing fitness in their home, and 23% of regular exercisers were participating in online or app workouts\*. Now, the fitness landscape has changed forever, and we can expect those numbers to increase. A business model that relies only on live, in-person fitness experiences is no longer sustainable. You need a combination of live, virtual and digital offerings to remain relevant and connected to your members, within and outside of your four walls

## **INSIGHTS**

### **DIGITAL BOOM**

In 2020, demand for digital fitness experienced accelerated due to COVID-19. LES MILLS™ On Demand (LMOD) digital fitness platform has seen an 900% increase in sign-ups since January.

### **THE NEW NORMAL**

Before COVID-19, Will's Gym, operator of 170 clubs in China had few online sales, but now over 50% of new membership revenue and PT sales are being generated online, so they've adapted their channels and user experience to support this.

## **TACTICS**

### **MEET DEMAND WITH 360° SOLUTIONS**

COVID-19 will leave a lasting impact on the traditional workday, with an increase in flexible working, telecommuting and unemployment. Using Virtual fitness to schedule classes throughout the day will be important to scale your offering, as peak hours may not return for a while.

### **BUILD YOUR OFFERING**

Delivering across live, live-streaming, virtual and on-demand lets you deliver fitness to your members when they need it and gives you flexibility to continue to deliver during adverse circumstances. Find out more with our [Virtual ROI Calculator](#).

\*Source: 2019 Les Mills Global Consumer Fitness Survey

**START BACK STRONG**

Choose your opening date, after consulting your local government guidelines and advice  
 Create your operational plan for open, closed and restricted operations  
 Download the marketing, communication and planning tools you need from Brand Central

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**UNITE YOUR TEAM**

Review your people plan, based on how many staff you will need under restrictions  
 Book an online / virtual team meeting to get your team (including GX instructors) on the same page  
 Be clear on the changes to responsibilities and any extra training that may occur under your plan  
 Explain new safety, health and hygiene restrictions for staff and how you are keeping them safe  
 Make sure your team are active online and on social media about the opening date

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**HEALTH + HYGIENE**

Review your local government guidelines and requirements first  
 Change/review your cleaning and sanitization schedule and ensure your supply chain is robust  
 Make sure your new cleaning and sanitization protocols are clearly visible to members  
 Plan for new signage, entry protocols, and other distancing requirements  
 Re-work your group fitness timetable to build capacity, and prevent crowding  
 Mark workout areas with distance guide (like tape on the floor) to help members maintain space

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**INSPIRE YOUR MEMBERS**

Review your programming to bring a new/fresh experience to get people back into your club  
 Plan your 'win-back' offer for expired / cancelled / absent members

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**BUILD CONFIDENCE**

Review the Smart Start program and ensure staff are briefed on supporting returning members  
 Schedule shorter classes and virtual fitness options where possible for easy transitions

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**COMMUNITY POWER**

Plan safe, social-distance friendly launch events to bring people together  
 Review your social spaces and put a plan together to make the most of them  
 Make sure your team and instructors are briefed to get people excited

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**FUTURE-PROOF NOW**

Review your on-demand, live-streaming, virtual and live options  
 Book time with your Les Mills rep to discuss how to build a future-proof business

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