

# STEPS TO CREATING A RETENTION PLAN FOR YOUR FITNESS BUSINESS

*Featuring expert guest Dr Paul Bedford*

- *What data to capture and measure to help you build a retention strategy*
- *How to build your customer journey to improve your retention.*
- *VIP Visits and how they affect retention*
- *Digital intervention. How to use a CRM system for retention rather than sales*

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*"It's astronomical the impact that just talking to people has on their behaviour and using the club"*

*- Dr Paul Bedford*



## Paul Bedford



*“Data tells you where to take action, rather than taking some random action that you hope will have an impact that you can't measure”*

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## A note from our host, Chantal Brodrick

Dr Paul Bedford has over 20 years' experience working in the fitness industry, including roles as a gym instructor, personal trainer, fitness manager and club manager.

He has a master's degree in exercise and health behaviours, and a PhD from the London Sports Institute. The aim of his PhD research was to identify interventions in a gym environment to increase adherence. The study increased average participation from 6 months to 13 months.

He then went on to develop a training programme to assist retention that has now been delivered this to 25 operators, involving nearly 93 facilities.

This eBook has been created from my interview with Paul in early 2019. You will find detailed information about creating a retention plan for your fitness business and we have broken it down into 4 areas.



- What data to capture and measure to help you build a retention strategy
- How to build your customer journey to improve retention
- VIP Visits and how they affect retention
- Digital intervention - how to use a CRM system for retention rather than sales

You can listen to the full Intensive Show with Dr Paul Bedford at <http://fitnessbusinesspodcast.com/category/intensive-series/>

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## PART 1:

# What data to capture and measure to help you build a retention strategy

*"I'm always striving to get operators to get really accurate join dates" Dr Paul Bedford*

- Chantal: Dr. Paul Bedford, welcome and thank you for joining us back on the show in 2019.
- Dr Paul Bedford: Chantal, my absolute pleasure. More than happy to be here for you.
- Chantal: It's been a couple of years since we've last spoken. You are joining us today for our intensive show, and we're specifically talking about steps to creating a retention plan for your fitness business. Now, during part one we're going to talk about defining retention, attrition, adherence, and loyalty. Can you start off by helping us understand what to measure and what data to capture to help build a retention strategy for our business?
- Dr Paul Bedford: Okay. Most clubs have got their membership management systems and they're recording data when members join. But it becomes really important that they collect or make sure that they've got accurate date information about the



customer, because if you're going to want to measure retention, you're going to want to measure a time period. Usually, the time period we start with is day of joining, and the other date we're looking for is their last payment or last visit, depending on what type of analysis we're doing. You'd not be surprised, but when you actually go through data sets and you look at the number of times people have mistyped a date or added a zero, added an O, the letter O, instead of a 0 because they're almost adjacent on the keyboard, and when you try and run analysis, it won't run because it's got letters in it, not numbers. So I'm always striving to get operators to get really accurate join dates.

I'd also want age or date of birth, preferably. I'd want gender, I'd want membership type if there are various types of membership packages.

**"I want to collect as many electronic variables as I can, so that when I interrogate the data I can either see if something's having an impact on retention or not having an impact."**

Let me give you a quick example. When we did the Australian report, we had nearly a million member records, and something that's fairly unique to Australia and New Zealand is weekly and bi-weekly payments in terms of how operators take their membership dues. So we looked at it to say, "Look, do people who pay weekly, bi-weekly, monthly, or upfront, does it make a difference?" **It makes absolutely no**





difference to retention how frequently someone pays. What does make a difference, and what it does make a difference to, is the sales numbers. So we can disregard the payment structure as a retention tool, but we can recognise it as a sales tool. So it's really important to get the right information right from the start.

Chantal:

So you're saying that research is specific to Australia and New Zealand primarily, what do we see in the rest of the world when it comes to payment plans and the effect on retention?

Dr Paul Bedford:

We have to think about it as perhaps three categories. You've got month-by-month payment with no agreement time, so all they're paying is for a month and if they want to cancel at the end of the month they can cancel. Then you've got month-by-month with an agreement time, usually 12 months, and then you've got a payment that is perhaps up front for the entire 12 months. Every time we've run the data anywhere in the world, we've run data now on more than 4,500 facilities, month-by-month, shortest retention.

People who can quit each month, quit much faster than people who sign up to an agreed period of time. We think we understand why that is, but it does vary from country to country. But where people think they will just go month by month, they'll join, we'll keep the price low, and they'll just keep paying - they don't. We've seen it in a lot of low-cost operators that we've



analysed, and some of those are the world famous low-cost operators, and they just don't stay.

So easy in, easy out...actually encourages the easy out.

Chantal:

Earlier you took us through a lot of data that we need to collect for our business. Once we've started to collect that data, what's the next step for us when it comes to building a retention strategy for our business?

Dr Paul Bedford:

Well, I think the thing is getting some clear definitions so that everybody who's hearing the message is hearing it the same way. When I talk about retention, I'm talking about a period of time. I could be talking, usually in months because that's the numbers we talk about, or the measurement we use in our industry. Retention is a measure in months between when someone starts at a club and either when they stop paying or when they stop exercising. You could actually run both of those.

Attrition is a measure of people's cancellation behavior. You're measuring people on activity. In some of the ways that people try and calculate attrition, they talk about retention being the opposite of attrition. It's not, because if you're measuring one thing in months and another thing in people, the opposite of people isn't months. That's just logic. It just makes sense.



## RETENTION:

I'm talking about a period of time, usually in months because that's the numbers we talk about, or the measurement we use in our industry. Retention is a measure in months between when someone starts at a club and either when they stop paying or when they stop exercising. You could actually run both of those.

## ATTRITION:

Is a measure of people's cancellation behavior. You're measuring people on activity.

Dr Paul Bedford: So attrition we define as the number of people cancelling. We usually use a figure of per thousand customers per month so that we can actually measure a rate, so that we can see if the rate of cancellation is changing and it's completely separate from joiners, because you could have, in some of the traditional ways that people measure attrition, if you have a really good sales month because sales is measured against the number of cancellations, your attrition goes down, not because you're losing less people, but actually because you've made more sales.

Reverse of that is you have a bad sales month, you lose the same amount of people as you always did. Your attrition gets worse, not



because you did a bad job, but because the sales team didn't sell as many people. So first of all, defining out what we want to improve. Our retention is the length of time people stay. So you want to be really clear about how long do they already stay for. We use the median. The average length of time is the median. You can't use the mean with our types of data because it's not evenly distributed, so you have to use what's called the median.

What do half the customers do? Half of them stay nine months, half of them stay more than nine months, half of them stay less than nine months. Once you've got data, you can then go, "Right, so if we know that half of them stay nine months, what do we need to do and where do we need to intervene in those nine months to get maybe 10, 11, or 12 months?" Or maybe if you're selling yearly, through to a renewal phase.

Dr Paul Bedford: Data's quite boring in terms of looking at it, importing it and exporting it into spreadsheets, turning it into graphs. It's tedious. But, it tells you where to take action rather than taking some random action that you hope will have an impact that you can't measure. **When we start building retention strategies, we start with the data.**

Chantal: I love what you said around just truly understanding the definition of these different areas in our business and making sure that it's not just the owner of the business that has a



clear understanding. Then, as you said right at the very beginning, it is so important that we are capturing the right data before we start on this journey of creating a retention plan.

Paul, could you give us a quick summary of the points that you mentioned earlier?

Dr Paul Bedford: Well, I would start, I would go join date, age or date of birth, gender, membership type, frequency of payment, and then I just keep adding to that on any electronic records I can get. I'd also want to make sure that I have a clear definition of what a live member is, what a ... I call them "dead", but-

Chantal: I was waiting for you to say that.

Dr Paul Bedford: Yeah. Well, we talk about termination, so we talk about them as being dead. But a clear definition of what a dead member is, rather than saying ... And then, who do we consider frozen? Because we always take frozen customers out of any analysis we do because we don't know if they're going to unfreeze and come back or they're not going to come back. We want that minimum data just to start with.

Dr Paul Bedford: **A tip for anyone looking to do this, when you look at your data fields for dates, check that they're actual dates by clicking on the sale and check that it actually says that it's a date, because sometimes it can actually be what's called a string variable. It's actually the equivalent of words, and you can't run analysis on words. You**



can only run it on numbers. So, check the sales that they are actual dates. From there, you can run the analysis.

Chantal:

Great tip. I really appreciate one of the things you said early on, which seems so simple but it is such an easy mistake to make, and that is making sure that our teams are entering that data correctly. As soon as you said that the number zero and the letter O on our keyboard is almost next to each other, I looked down at my keyboard, and you're so right. You can straightaway just get a visual of how easy it is to make that mistake, and yet, having the incorrect data means that we're not getting accurate figures and results for our business.

Dr Paul Bedford:

Yeah. And if you think even sometimes in language, we use O to represent zero. So living like I do in London, someone said to you, "What's your telephone code?" we go, "O2O8." It's not. It's 0208. And yet, we use O. So if someone says, "What's your date of birth?" sometimes we tap in those things by mistake. If you're looking, like I do, sometimes a million records, you're not going to see an O where it should be a 0, when you're just scrolling down through the pages just to see if you can see anything that stands out.

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## PART 2:

# How to build your customer journey to improve your retention

*“People are much more likely to stay customers if they visit a minimum of once per week or four times per month in the first month”*

*Dr Paul Bedford*

Chantal:

Let's transition now into section two. We're going to speak about building the customer journey to improve your retention. Paul, you say that we should segment member behavior from member marketing. Can you explain what you mean by that, and how we actually do it?

Dr Paul Bedford:

Okay, so the first thing is we use segmented data in our marketing to attract new customers, again, by age, by gender, sometimes by sociodemographic group. Once they've joined, we should start to segment them based on their behaviors. How frequently are they visiting? What activities are they doing? What are their





preferences? What feedback are we getting from them in terms of their net promoter score?

Dr Paul Bedford: So the systems we can use to segment to attract them to the club in the first place, we don't want to continue necessarily with those segmentations. We want to look for actually how are they behaving within the club. For me, I'm always looking at visit frequency as a behavior because I know that if visit frequency is low, there's a tendency for that person to drop out.

Chantal: Paul, only about 10 minutes before we jumped on the interview this morning I was reading something that you had posted, which was about how important it is that we have members visiting four times in the first month that they join with us. Am I correct in saying that?

Dr Paul Bedford: Yeah. Yeah, yeah. Well, the original research was done by a friend and colleague of mine, Dr. Melvyn Hillsdon, back in 2002. We've collaborated on lots of projects since, and we run this every couple of years just to check, see if it's still relevant. What we found is that people are much more likely to stay customers if they visit a minimum of once per week or four times per month in the first month.

Dr Paul Bedford: Now, what that meant was a lot of operators, when that number first came out, they started to develop multiple appointment gym inductions to force people to come four times in the first four weeks. Now, the research never said that. It said if they just turn up, you're okay. But I think



it's about managing people's expectations. If you're taking people who've never exercised and saying to them, "Okay, you're going to train 12 times this month," that's quite a leap from doing nothing to coming 12 times.

Now, as someone who was a trainer, I understand that once a week isn't enough to change them physiologically, but it's very, very powerful in changing them psychologically and getting them into a routine. We know that people who come four times a month stay at least 13 weeks longer than people who come less than four times in the first month. It's about easing people in.

My preference now is always to describe visit frequency per month rather than on a weekly basis because so much fluctuates per week. Sometimes people can't get in three times in the week, but they could make up a session the following week. I know with the operators I work with, we're always constantly saying to them, "Talk to your customers. Try and make some really swing for 12 visits per month." So we give them a range, not an absolute number, and we talk about a month so that people have an opportunity to get at least four in over the course of a month.

Chantal:

Paul, just so that we understand, because you mentioned that when that data originally came out that people were putting programmes in place to drive their new members into the club



more frequently, **in your experience what has been the best way that clubs have been able to encourage four visits in the first month?**

Dr Paul Bedford: I think part of it's a clear explanation to the customer about, "Okay, so you're going to start ..." If it's particularly for someone who's starting off new or has tried it before but never really stuck to it, think of it like driver education. If you're learning to drive, to start with you'd have a lesson, you'd learn a few things, then there'd be a break. Then you'd have another lesson where you'd practice those things again and add in a couple of things. And then, the more frequently you come in, the more competent you get.

Dr Paul Bedford: When I did my PhD, my PhD was based around what happens if you do behaviour change in four appointments when people start joining? We added seven months of membership on top of what people were already staying. So I think it's about explaining to people you're learning a new skill. No one would expect you to be able to drive after your first lesson; no one would expect you to be able to play the piano to any degree after the first lesson. So we wouldn't expect you to be familiar, let's say, in the gym environment after a one-hour gym induction.

Chantal: On that post that I read this morning, one of the things discussed was that it's quite often difficult for fitness professionals or gym owners and managers, it's difficult to put ourselves back in



the shoes of a first-time gym user and a first-time consumer because for us, we don't think about those challenges that they face for the very first time. **Are there any other tips or insights that you can give us around the mindset or the member behaviour of a relatively new gym member?**

Dr Paul Bedford:

Well, I think something when I'm working with my clients, I'm talking to them about is your role in the first appointment, first gym induction if that's what we're going to call it, is anxiety management. It's not can they kneel on the stability ball, can they do the legs kettlebell exercise. Actually **can I manage their anxiety to a point where actually they hear everything I'm saying rather than they hear all their internal dialogue?** For me, where this really struck home was ... and it was even before I started studying academically ... I remember being in the gym one day, and I met a woman, and she was having an appointment, and we started chatting. I was doing the background, building rapport and trying to find out more about her and her goals and everything. She said to me, "Oh, Paul Bedford. Is your mum Jill Bedford?" And I was like, "Yeah." She goes, "She's a school secretary, isn't she?" I was like, "Yeah."

She goes, "I'm a school secretary, but I'm at one of the other schools in the area." I laughed and she went, "Oh, you think that's funny, do you?" She goes, "I've got two kids." I'm like, "Right." She goes, "Yeah, my son's called Paul and my



daughter's called Lynn." Now, my sister's called Lynn.

Dr Paul Bedford: Oh my God. I'm thinking, "In a parallel universe, this woman could be my mother." Now, I then looked at the exercise programme that I had roughly written out that I thought I was about to give to her, and I thought, "If I gave this to my mum, it would kill her." So I was actually prepared to give somebody who I'd only known for a few minutes a workout that would destroy my mother, who was about the same sort of age, exercise history experience and everything. I was going to kill her. I thought, "If my mum did this, she'd keel over, and I'm going to give it to a woman I hardly know." So for me, one of the ways I do this, I go, "What would my mum think of this? How would my mum cope with downloading an app, putting it on her phone?" So I think about people I know really well and I think, "What would they need to hear from me?" as opposed to, "What do I want to say?"

Chantal: Paul, for this particular segment, are there any specific actions or takeaways that you would suggest the listeners go out and do before we move onto section three, which is VIP visits?

Dr Paul Bedford: Yeah. I think the thing is to think about building skills slowly to build people's confidence. If someone teaches me an exercise, I get feedback because I'm doing it well, and I get positive reinforcement, I'm more likely to do that again. So rather than giving people things that



they fail at, which I know is actually a technique that some people use, give them things they can do, praise them, then show them the next slight variation and say, "Let's just try this." Get them to do it and praise them, so one or two-step exercise patterns, move it up. But just give them things they can do. My perspective is I'd rather they get to the end and go, "Actually, that was really easy," than smile and nod and never come back. So I think break it all down. Think about the gradual progression rather than trying to impress people all the time with just how much we know, because there's just so much to know.

Chantal:

Absolutely. One last question, Paul, when we are capturing and tracking member behaviour, I guess two parts to this question. First of all, where is the best place for us to actually record that information? Is it in a specific system within our business? And secondly, how frequently do you recommend a gym manager or an owner actually looks at that data? How often are they having a look at the behaviour of their members?

Dr Paul Bedford:

Okay, so depending upon ... Most club management systems will be able to provide that to an operator through some sort of report or reporting system. I've been looking at it, I'd want to know almost weekly what my active member usage is. So if you take someone like Facebook, sometimes they hit the news because they go, "Oh, Facebook's lost 40 million users this month." And you think, "No, it hasn't. 40 million people haven't been active this month.



They haven't lost them. They're still there, but they're dormant."

Dr Paul Bedford:

I want to know what proportion of my membership base are active and which ones are inactive or dormant. Because if that starts to go up, I'm storing up problems for the future. But I also want it broken down so I can see how many people have done less than four visits, who've done four, who've done six, who've done eight, because I want to shift the people who are doing less than four to four and the ones who are doing four, I want to shift them to six. The ones who are coming eight times, nine, 10, 11, or more, I'm really not going to focus too much attention on them as a retention strategy because they're already in the behaviour pattern of they're going to come frequently.

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## PART 3:

# VIP Visits and how they affect retention

*"If you want to stay in business, people have got to be coming and using your facility." Dr Paul Bedford*

Chantal:

Paul, let's move on to section three because we're going to be talking about retention VIP visits, interactions, programming how they interact, and how they affect retention. Do you want to start off by explaining to us what you mean by retention VIP visits?

Dr Paul Bedford:

Yeah. Well, retention VIP was a project I was doing one point with some customers where we said, "We're going to just focus on three areas. Visits, interactions, and programming." So the staff responsibility, in conversation, was to drive visits, because if they don't come, it doesn't matter how well-educated your staff are, it doesn't matter how beautiful your club is, it's irrelevant. They're not even coming. So if you want to stay in business, people have got to be coming and using your facility. And as I've



mentioned previously, you're looking for a minimum of once per week, four times per month, upwards.

So a lot of work we do with staff is about asking customers, when are they in next? When are you training next? When were you in last? We're trying to get them into a routine. We've seen that people who follow exercise on a routine behaviour, so same day, same time, actually adhere to their exercise programme, so what we actually prescribe for them, much more strongly and they retain their memberships much, much longer. So people who train on an ad hoc basis actually drop in and out much more quickly. So for us, visits, we're always saying to people, "When are you in next? Are you in over the weekend? When are you in next week? Will I see you tomorrow?" Because we want them in their heads to start saying, "Actually, my next visit is ..." so even if they're not writing it in their diary, mentally they're making an appointment to visit.

Chantal:

Paul, when we're talking about routine, the first thing that comes to my mind is group fitness classes. I know that's something we touched on when we first spoke three years ago, so can you share with us any of the latest data around retention and group fitness, and where does GX fall into this routine piece that you've just talked about?

Dr Paul Bedford:

Well, I think, and a lot of people consider me a heretic when I talk about it like this. I actually



think some of the reasons people come to classes is because it's actually the time and day they can fit in as opposed to their actual preference for a class. Now, I know there'll be a combination of that, but I think the reason or part of the reason people engage in group exercise in the way that they do, yeah, they want the social interaction. Yes, they want to reduce the cognitive load. They don't want to think about their exercise. They want someone else to think about it for them and lead them through it. But also, once they get that time into their lives and their family, their friends, their work colleagues know they're committed to that time, they're much more likely to keep visiting at that time.

We've seen that in the small amount of work we've done with boutiques. We've seen that people who come to boutiques on the same day, same time, they continue using the boutiques much longer than most people who, again, come on an ad hoc basis. So it's often difficult within the big operators to recognise who's doing Group X because the access control is usually at the front of the club and once they're in the club we don't know whether they've gone to Group X, the pool, the gym, or a combination. But with some of the clubs where we can access that data, we can see that the people who are more routine stay longer in Group X than the people who are ad hoc in their use of Group X.



Chantal: Just coming back to our VIP visits, our interactions, and our programming, is there anything else that we should know around that area?

Dr Paul Bedford: I think if you've heard me speak before, and lots of people have heard me say the same thing, I'm going to repeat something that I share almost in every presentation because I think it's so valid. If we've got customers visiting, we interact with them. **If I interact with them in February and I do that just once, the chances of them still using the facility in March goes up by 20%. If I interact with them two to three times, chances of them coming in in March goes up by 50%. If I interact with them four or more occasions, which means they need to have four visits, chances of them still using the facility in March goes up by 80%. It's astronomical the impact that just talking to people has on their behaviour and using the club.** That's why we're always driving this thing, what we want our staff to say to the customer. Well, almost anything, as long as they interact with them. What would be useful to get them to visit again? "When are you in next?" So interaction drives visits, visits drives an opportunity to interact, and so on.

Chantal: Paul, when I think about that question, "When are you in next? When are you training next?" I can see that in a conversation between a personal trainer and their client, I can see it in a conversation between someone that's a fitness instructor that's on the gym floor. Is that also



something that you would recommend that our welcome desk team are saying as well? I mean, to me this seems like a relevant question regardless, but in your experience is there anything specific that we should be getting our welcome desk team to say as people are exiting the gym?

Dr Paul Bedford:

Yeah. The thing we've got people doing a lot of at the moment, I mean, it's very repetitive and you have to find different ways of saying it, is, "How was your workout today? When are you in next?" So, "How was your workout today?" gets a reference for their current experience, and if it was a good experience we want them recalling that because it's one of those moments at the end of their day or the end of their time with us that they're going, "Yeah, I had a great workout today. I did Chantal's class." We also know they're more likely to engage with us on their way out rather than on their way in because on their way in, they're actually trying to get their workout started and they don't want to stop and talk. So, "How was your workout today? When are you in next?"



## PART 4:

# Digital intervention - How to use a CRM system for retention rather than sales!

*"Find your voice as a business so you have a way of communicating that resonates you're your customers" Dr Paul Bedford*

Chantal: Paul, let's move on to section four. We are diving into digital intervention. You say that we can repurpose a CRM system for retention. Can you talk us through that?

Dr Paul Bedford: Yeah. Well, if you think about most CRM systems and most marketing systems, what they're aiming to do is resell. What I've done with operators is where you see retargeting, so you click on an ad and then for the next three months you're haunted by the fact that someone said to you, "Can you get your grandfather a greenhouse?" You click on a greenhouse and greenhouses come up in Facebook and LinkedIn, and you're like, "What on earth have I done?"



Actually, you can take all of that and when someone's joined, if you can use a retargeting pixel on a joining page, so a thank you page.

So someone's joined, you send them a thank you, and you target that page, then you can send them reassuring messages that keep popping up in the first three months. "How are you finding the club? We're glad you're part of our community." "Here's a testimonial from somebody who's achieved similar things to you." You can take all of the strategies that are used to attract people and repurpose them to reinforce they've made the right decision so you don't get any buyer's remorse, buyer's regret.

And again, it's a prompt. So when on Sunday afternoon or Sunday evening when they're slumped in front of the TV and they've got their iPad in their lap or their Mac in their lap and they're sitting there and they're just aimlessly scrolling, these messages are popping up saying, "We're really pleased you're a member of the gym. Look at what this person's achieved," so those sort of before and after shots. You can use all of that to actually just tell people they made the right decision rather than just continue to bombard them with messages about buying PT. I'm not saying you don't do that, but it's not just sale, sale, sale, sale, sale.



Chantal: This is absolute gold!! I hope everyone's listening really closely to this because it's my belief that what most facilities would do at the moment is utilise those pixels for that front-end marketing piece and getting the message across. But what happens when they walk in the door? Either A, we turn off the campaign and we don't talk to them again on those platforms, or B, as you say, they continue to get the sales-based messages rather than reinforcement messages. I love, love, love this idea of using digital intervention for our retention, or repurposing our CRM.

Paul, I understand maybe you can't give us specific names, but are there any businesses that you have seen that are absolutely nailing this process or any examples you can point us to so that we can see this process in real-life action or you can explain it to us?

Dr Paul Bedford: I helped create for Anytime in Australia a whole sequence of these types of digital interactions that are non-sales interactions. If people are Anytime members, and I know this is mainly for operators, but if they were using an Anytime club, they'd start to see messages coming through that aren't the traditional sales messages.

Dr Paul Bedford: Now, here in the UK I created a similar type of thing for an operator called Lifestyle Fitness. Think of them more like the YMCAs and the municipal operators. We came up with various





versions of welcome letters, welcome videos, instructional information about what to do during your first visit, how to prepare for your first visit, messages that came out after visit one, visit two, visit three, visit four, in different formats so people didn't just get email messages. They got SMS. We built up a whole structure for Lifestyle Fitness.

Dr Paul Bedford:

**They increased their average visit frequency with their customers that we engaged with that process from 1.5 per week to 2.5 visits per week.**

So we knew that they were actually visiting about four times a month more frequently than before we came in. So they were closer to the 10 visits a month number than the four visits per month. And we know that people who are coming at least two to three times a week, or eight to 12 per month, they're probably going to give you about 15 months extra membership compared to those who only come once a week.

Chantal:

Just so that I understand this really clearly, Paul, are you saying in that the retention kind of retargeting the activity that we're doing once they have joined? Because you just mentioned SMS and email. Are you suggesting that we can also put those messages on their social media platforms? Is that correct?

Dr Paul Bedford:

Oh yeah if we create things that once they've joined we can get them to click on something else, so to get access to your, I don't know, five guest passes for your friends for the first month,



click here, we can then take them down the retargeting route for retention and loyalty as opposed to continue to bombard them with sales.

Chantal:

Let's wrap up this fourth section. Everyone needs to have a look at their current processes as far as what they're doing currently with their messaging, their marketing messaging to members, how are they utilising the pixel. But the important thing that this is all about is when are we making that transition from them becoming a customer and then changing our messaging for what has now become the person that has now become a member. Are there any specific takeaways or actions that you want to add to that?

Dr Paul Bedford:

I think one of them is **make sure you find your voice as a business so you have a way of communicating with your customers that resonates with the customers**. I know that for my business, I use a very personal tone in all my emails, in all my communications. I always talk about "you". If I write something, "You need to do this, you need to do that," as opposed to as a business. I'm not very corporate in the way that I do it because I'm not that type of business. So I think find your voice.

But the thing that I would say to any of the listeners today is if you send something to someone, try and include an activity for them to do. Click on something, watch something, score



something, so you get them into the habit that if they receive something from the club, there is something to do. But make it really short, because then you get them into the habit of clicking. Watch this one-minute video. Answer this one question of our survey. I'm a strong believer, if I open the email give me something to do. So where they can, I'd get them to think about that.

Chantal:

Paul, thank you so much for sharing your incredible knowledge and advice. We are very grateful for you taking the time to join us today.

Dr Paul Bedford:

Chantal, you're always welcome. Happy to do this for you.



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