Tucson Jewish Community Center

Fitness & Membership Final Report

The J Team 1

Joseph Michael Metcalf
Christopher William Siek
Elizabeth Christiane Smith
Austin Lee Stadeli
Andras Jeno Szep

Contact us at andrasszep@email.arizona.edu
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Executive Summary

Introduction
The purpose of this report is to communicate the research, analysis, and recommendations for the Tucson Jewish Community Center (The J), in order to establish a system for evaluating the success of its programs and to promote a culture of innovation throughout the organization. Each team balanced the concepts of innovation and evaluation to encourage staff to break from the status quo, while also planning for long-term program sustainability through evaluation. Program success is dependent on three metrics: financial success, number of people served, and program quality. The following teams focused on program evaluation: Special Needs Services; Early Childhood Services; and Jewish Life and Learning/Arts and Culture/Philanthropy. The J desires a framework to enable its employees to create and innovate. The teams focused on developing a culture of innovation include: Camp/J Care/Enrichment Classes; Sports and Recreation/Aquatics; and Membership/Fitness. A summary of each team’s report can be found below.

Special Needs Services
During the initial meeting with the SNS Program’s stakeholders, we discovered that the program is financially efficient, highly praised, and competitive, but needs a way to receive in-depth, quantifiable data from the parents and program members. Our primary research consisted of interviews with key stakeholders to learn about current evaluation methods and interactions with members. We also conducted secondary research through databases to learn about evaluation methods that are ideal for non-profit organizations. We concluded that client surveys are the best option.

Client Survey
Once we decided to focus our efforts on client surveys, we began to fabricate a plan to create and execute an effective survey. We discovered that client surveys need to actively avoid bias, sample a high percentage of the target market, and contain questions that are relevant, ethical, and unambiguous. Our plan recommends applying a client survey by identifying the target audience, defining what needs to be asked, creating and administering the questionnaire, and finally receiving and applying the feedback. Potential questions for this survey are included in the appendix of our report.

Early Childhood Services
The recommendations we developed will allow The J to improve the Early Childhood Education (ECE) program, parent alignment, and parent satisfaction through various evaluation metrics. The J currently evaluates the community center as a whole, but not all programs are evaluated on an individual basis. This creates a challenge when determining the strength of alignment between The J and parents of the ECE programs. To resolve this challenge, we discovered two areas of focus: parents and evaluation.

Parent Focus
We studied how to increase relationship strength between parents and staff. Our primary research included meeting with a panel from The J, a mock tour, and an observation of Manic Monday, giving us a deeper understanding of The J’s current alignment with parents. Our secondary research consisted of exploring best practices for parent alignment. Based on our research and the current parent alignment, we recommend improving Manic Monday and
increasing both parent involvement and feedback opportunities.

**Evaluation Focus**
In order to evaluate the alignment between parent expectations and the ECE services, we researched other programs’ evaluation methods. Due to the limited research on how other ECE programs evaluate parental satisfaction, we reached out to department heads of JCC’s around the country. Additionally, we analyzed SERVQual, a tool used by businesses and higher institutions. This tool captures qualitative information, such as benefits, satisfaction, and preferences to assess overall service quality. We found that surveys are an effective means to gather information, and businesses can achieve high response rates through incentives, anonymity, and pre-notification. Based on these findings, we recommend administering SERVQual-inspired surveys to parents, and using a variety of methods for increased response rates.

**Jewish Life and Learning, Arts and Culture, and Philanthropy**
In our report, we provide a research-based recommendation on evaluation methods to measure the success of the Arts and Culture, Jewish Life, and Philanthropy departments within the Tucson Jewish Community Center. Supported by extensive primary and secondary research on best practices, our teams’ solution to the lack of formal evaluation methods consists of using a combination of focus groups, written surveys and mobile surveys. The intended result of this solution is to add value to The J’s programs.

**Focus Groups**
The first pillar of our recommendation is focus groups. We recommend consistent and topic-driven focus groups, which will provide insights on beneficial program developments for the Philanthropy and Jewish Life departments, in particular. To discover philanthropic and cultural goals of J members and staff, we recommend an open dialogue for a focus group.

**Written and Mobile Surveys**
Secondly, we recommend is written surveys for all 3 departments. A short, simple survey should be distributed during an Arts and Culture event, and collected at the end for the most effective and easily adaptable results. For Philanthropy, mid- and end-project review surveys are opportunities for individuals to share positives or negatives, and to suggest any improvements. Jewish Life and Learning-focused surveys should be distributed with Likert scales to allow members to measure how to enhance classes and enrichment programs. Finally, mobile surveys offer countless options for The J. Successful incentive-based methods can be incorporated into The J’s CRM, Daxko. A concise, relevant, and adaptable mobile survey can assess feedback from any member who downloads the application.

**Camp, J Care, and Enrichment Classes**
We were tasked with providing recommendations for innovation and evaluation of the children’s enrichment classes, day camps, and child care at The J. Through implementing our enrichment class retention program, The J will offer an innovative certificate program that attracts members to enroll in more classes and increases member retention. Our additional recommendations will help The J understand feedback from both employees and members.
**Spectrum of Community Engagement**

To address employee innovation, The J should implement a Spectrum of Community Engagement Initiative. This spectrum has delivered results to numerous other establishments through its focus on employee involvement and empowerment. The five-step program involves taking employee comments into consideration during monthly meetings, and implementing new initiatives based off the employees’ input.

**Enrichment Class Retention Program**

In order to differentiate The J’s enrichment classes from competitors and retain class attendance, The J should create a children’s enrichment class retention program. This program entails grouping certain enrichment classes together based on similar themes. Once a student has completed 3-4 related classes, they will receive a certificate. This program will encourage children to enroll in multiple, related classes. This would not only increase class attendance, but also the child’s sense of achievement. This program will require the full involvement of The J staff to support and encourage members to take full advantage of this opportunity for achievement.

**Social Cues for Feedback**

We recommend the implementation a video recording system for data collection. Applications in academic settings have revealed that feedback in non-text form encourages engagement and delivers higher quality data in juxtaposition to Likert-type inquiries. Narrative data provides the opportunity to capitalize upon member “traditions” and convert these moments into retention. The process of capitalization mirrors marketing best practices.

**Sports, Recreation and Aquatics**

As a team, our goal was to establish a way to aid The J in creating innovative programming in the Sports, Recreation, and Aquatics sector. This is especially important in our assigned sector because the competitive landscape is constantly changing. After our initial stakeholder meeting, we conducted extensive research on the following 4 types of data: descriptive, behavioral, attitudinal, and interactive. Additionally, this includes research on demographics, “me time”, trends, benchmarking data, and best practices for innovation and evaluation. All of this research can be found in the final deliverable.

**Data- Driven Innovation Guide**

After conducting this research, we developed a “how to” guide for to help The J’s employees effectively innovate. The “how to” guide entails a six-step process: find a need, research further, develop solutions, present solutions, implement solutions, and evaluate. Our intention is for employees to complete these six steps in four months. In order to accomplish this, we created a four-month timeline for creation, implementation, and evaluation. Included with the guide and timeline is 1) a glossary of terms, and 2) an example case study for employees to reference if they need assistance or further explanations while working through a phase.

**Membership and Fitness**

Our report is intended to provide The J with recommendations for innovating the fitness and membership programs while reinforcing a sense of community. Our extensive research and survey of 49 gym members have shown that focusing on member engagement will help The J
retain members and evening fitness class volume. To increase retention and perceived value, we recommend the implementation of a pricing plan, millennial-oriented fitness class innovation, and social outreach events.

**Pricing, Millennial-Oriented Fitness, and Social Outreach**

The implementation of our recommendation will encourage staff to move away from the status quo while building upon The J's core values. Additionally, our solutions emphasize the importance of community, and are crucial to the immediate and long-term retention of millennials and their families. The short-term focus is creating additional membership value for millennials by emphasizing millennial-oriented fitness class innovation, thus increasing evening attendance as well. The long-term focus is on gradually improving communal harmony through events and restructured pricing to better tailor to individual needs.

**Conclusion**

Each team balanced the two primary goals of promoting program evaluation and creating a community of innovation at The J. While summaries are provided here, each team’s in-depth research, analysis, and recommendations can be found in their respective reports. Based on in-depth research and meetings with departmental stakeholders, each team developed recommendations that will help the J break from the status quo while simultaneously evaluating their programs for long-term sustainability and growth.
Introduction
This report is intended to provide the Tucson Jewish Community Center (The J) with recommendations for innovating their fitness and membership programs. Extensive research has shown that focusing on community creation, especially within the millennial age group, will help increase membership retention and class attendance. Thus, we aim to help The J develop camaraderie through our three recommendations: a new pricing plan, social outreach events, and an environment of constant innovation. In the following, we will detail our project’s situation, our research and analysis, our recommendations, and a proposed budget and timeline for our proposal.

Situation
Challenges
Millennial Membership
Concerning membership, The J effectively grew its membership units from 1600 to over 2000 between 2013 and 2015. However, as the focus shifted from acquisition to member retention, membership growth began to slow — especially within the millennial market. This is significant since membership and service fees make up almost 90% of The J’s total revenue. Therefore, creating innovative membership programs that are attractive to the millennial market in particular, has been our number one priority. Furthermore, innovation of the fitness programs will help in increasing millennial engagement.

Fitness Innovation
At the initial stakeholder meeting, management emphasized the importance of making people feel as if they belong rather than just join The J. In fitness, such an effect can be achieved by innovating from the core competencies of The J’s current fitness programs and establishing a strong community within the programs. However, the goal of such innovation should not be to follow minor fitness trends, but to develop creative programs that are based on Jewish values, and which — in return — will increase membership retention.

Fitness Class Attendance
In addition to the need for lasting innovation, through our initial meeting with The J’s management, we identified that low evening class attendance was a prominent issue within The J’s fitness center. (See Appendix A for Focus Group Notes.) More specifically, management noted that the facility struggles emulating similar volume in morning and evening classes. Therefore, we will aim to increase evening attendance indirectly by focusing on developing better group cohesion for evening (and morning) classes as well as providing additional flexibility with regard to class scheduling.
Project Purpose & Scope
The above described challenges of low evening attendance and low millennial engagement can be best addressed by developing a stronger community that allow members to build stronger relationships and develop a sense of belonging. Additionally, our scope is to develop millennial oriented fitness improvement ideas, since Mr. Rockoff specifically noted low retention and a lack of group cohesion within this age group. Therefore, research into millennial's needs within fitness was big focus area for our secondary research.

Background & Research Overview
Based on the above described challenges and scope, we decided to focus our research in the three main areas of ‘Termination Surveys,’ ‘Millennial Membership,’ and ‘Sense of Belonging.’ The following will provide an in-depth review of the studies we assessed in relation to the above mentioned topics as well as a detailed description of the primary research we conducted to support our findings. Moreover, the Analysis section (see pg. 9) will detail the overarching themes of our secondary and primary research.

Secondary Research
Termination Survey
In the area of Termination Surveys, our focus was to assess why people drop their gym memberships, and thus, gain a better understanding on how we can improve retention rates. Our key findings from articles by the Huffington Post and the Wall Street Journal showed that the primary reason why people drop their memberships is cost. Additionally, we found that other prominent reasons for dropping membership is that people do not have the time, do not meet their goals, moved, or found gyms too crowded - see Figure 1.

![Figure 1](image)

Based on a survey of a 1000 people, 59% reported price as an issue for stopping exercising while 30% indicated that they weren’t using the gym enough.

Additionally, people left their gyms because they simply were not using it. However, according to Huffington Post’s findings, low gym usage can be improved by focusing on accountability. In fact, people who receive regular reminders about their goals work out 50% more per week than those who do not, according to a Stanford health study. Therefore, it is clear from our research that accountability is an as important factor in member retention as pricing.
Our findings show that members often find gyms too expensive, or feel that the cost does not match their perceived value. This is especially true for millennials, where 72% of them find traditional gyms overpriced, based on a Mintel survey. Additionally, the Mintel survey found that millennials are looking for more personalization and flexibility in pricing as well as in their fitness experience — see ‘Millennial Membership’ for more on millennials’ needs.

**Millennial Membership**
When researching Millennial Membership, our goal was to get an understanding of the fitness related needs and wants of millennials. Our key findings are highlighted below in Figure 2, and more details regarding our secondary research are provided below.

![Figure 2](image.png)

Our secondary research indicates that millennials enjoy technology, flexibility, multitasking, and camaraderie when it comes to fitness facilities. Concerning the latter, a survey of associations found that millennials join gyms to be part of a common group and work for common goals. In line with this, we found that Millennials enjoy meeting people and they prefer "class based" programs such as cycling, zumba, or pilates, which have all increased 20-30% in popularity over the last 5 years. Finally, Millennials are focused on maintaining a more natural diet and follow trends like wearable technology.

In regards with trends among millennials, wearable devices are the most prominent trend according to ‘ASCM Health and Fitness’ journal. This is in line with the fact that millennials enjoy technology and multitasking, since wearable tech emphasizes both. Another trend that came up in our secondary research besides wearable technology is millennials’ need for full body workout (or HIIT). This means that they focus on movement exercises rather than lifting heavy weights. Our secondary research showed that such full body workouts can lead to shorter period classes with greater calorie burn. In fact, an individual can burn up to 500 calories per just 32 minutes with HIIT on average.

**Sense of Belonging**
Besides understanding millennials’ needs, it is also important to know the key factors of a positive group environment so we can make effective recommendations on how to improve group cohesion. From our secondary research, we found that a fitness class has a good group cohesion when it becomes a fun environment that promotes healthy competition and a sense of
accountability and routine. We also analyzed the importance of having a group environment and how to assess current group dynamics.

The importance of group environment is highlighted by Tony Gentil's article, who emphasizes that group environment adds a premium to members’ experience at a gym. Additionally, the article discusses that when members feel empowered and are encouraged by the staff, then their loyalty, and thus, the retention rate increases. Complementary to these findings, a study by Fitness Network found that one in three people named group environment the number one reason why they stayed at a gym.

Since our secondary research clearly showed the importance of group environments at gyms, we wanted to get a better understanding of what constitutes a positive team atmosphere. According to Fitness Network, creating a supportive space for newcomers and establishing a good relationship between trainers and members is of utmost importance. Additionally, the need for healthy competition and accountability are equally important since they improve enjoyment of the workout sessions. (See Figure 3.) Therefore we used a member survey at The J to assess the quality of the group environment.

**Primary Research**

**Overview**

Concerning primary research, we conducted a focus group meeting with Fitness & Membership management where we gained a better understanding of the current membership and fitness programs as well as the overall values of The J. (See Appendix A for meeting notes.) Additionally, we identified following three main areas that needed improvement:

- Group environment (especially in case of millennials)
- Evening programs since they had a low attendance
- A low perceived value of membership

As discussed in the ‘Situation’ section of our paper, our primary focus from the above identified issues was the creation of a better millennial group environment, but we also touched base with the other opportunities for improvement through our secondary research and our final
recommendations — i.e.: increasing low evening attendance indirectly through increasing millennial membership numbers. Finally, we surveyed members of The J during spring break in the morning and evening to better assess the fitness environment.

**Individual & Class Surveys**

Before surveying members of The J, we had to come up with questions that would be appropriate for assessing The J’s gym environment. As a basis for our survey, we looked at a scientific study by Mark Eys in the *Journal of Sport and Exercise Psychology*. Mr. Eys developed a questionnaire of 18 items to analyse the cohesiveness of youth sport teams. We used the 18 item questionnaire to create our survey to measure “social cohesion”.

Based on the above detailed scientific paper, we came up with two 10 item surveys: one for assessing individual’s experience at The J and one for assessing group experience. *(Please refer to Appendix B for our two surveys.)* In both surveys we utilized nine scale-based questions to get quantitative data as well as an open ended question to gather qualitative data from The J’s members. We ran both surveys in the morning as well as in the evening. All together, we had 49 people fill out our surveys, 32 responses in the morning and 17 responses in the evening. For a full list of the responses, see Appendix B.

We analyzed our survey results by comparing statistics (mean, median, and mode) for morning and evening classes by individual and class surveys. We tabulated our results in Appendix C, and we analyzed the implications under the Analysis section.

**Analysis**

**Key Highlights from Secondary Research**

Secondary data concluded that the top reasons why people left their memberships were that the gyms were too high priced and accountability was low. Additionally, we found that the primary concern of the millennial target market is value perception, flexibility, and a sense of belonging — see Figure 5. We have identified different ways that The J can retain more millenials members and improve social engagement in response to millennials trending toward flexible
and individual oriented fitness facilities. We also verified whether these trends exist at The J through our primary research.

Key Takeaways from Primary & Secondary Research

**Key Takeaways from Surveys**
The goal of our primary research was to assess the fitness environment at The J. From the results of our studies — see Appendix C — we learned that The J’s members feel they can meet their fitness goals well but don’t socialize enough with each other. In the following, we will detail additional positive and negative qualities of The J that our survey’s identified and assess some of the major differences between morning and evening classes.

Individuals working out at The J scored the gym highly in areas of ‘meeting fitness goals,’ ‘routine,’ and ‘healthy competition.’ For instance, individuals gave an average score of 7.77 out of 9 (strongly agree) in the morning when asked about how well they can meet their goals (See Figure 6). Furthermore, the gym seems to offer desired flexibility and isn’t perceived as overcrowded, although more people felt that the gym was crowded in the evening. On the other hand, individuals indicated that they are not necessarily friends with other members and do not keep in touch with each other — the average was 4.68 and 4.4 for morning and evening out of 9. Therefore, improving these social indicators should be one of our main focuses in order to create a better sense of belonging.

Figure 5
Key Takeaways from Primary & Secondary Research

Figure 6
Individual Survey Results
Social aspect needs improvement
(Enlarged version in Appendix C)
When we surveyed fitness classes, we found similar results as with individuals working out at The J. While our surveys proved that classmates get along, have similar commitment, and are able to meet goals, they do not keep in touch with each other outside of The J. Importantly, only a few people invite their classmates to do things outside of The J and there also seems to be a lack of healthy competition in evening classes — see Figure 7.

Figure 7  
Class Survey Results  
Little contact and low outside engagement  
(Enlarged version in Appendix C)

The low social engagement results from our survey are significant since the secondary research implied that quality social engagement and healthy competition are important in keeping members returning to classes. Therefore, it is necessary to consider recommendations for facilitating member social engagement outside of fitness classes. Furthermore, secondary research and qualitative responses from surveys — see Figure 8 indicate that pricing as an opportunity for improvement. Therefore, our research supports implementing an “à la carte” pricing program, and sponsoring social programs outside of fitness class to improve group cohesion.

Recommendations  
Through our research, we identified three areas where The J can increase the value of its fitness/membership programs. More specifically, by introducing a cafeteria plan for pricing, where members can choose what programs they want to pay for, The J can enhance the perceived value for the price sensitive millennial group. Additionally, through social events sponsored by The J, members could interact with one another outside of the fitness center and
develop deeper connections. Finally, we detail recommendations on how to create continuous innovation under the ‘Constant Culture of Innovation’ section.

Figure 9: Following the logic of Figure 5, indicates what area each recommendation focuses on.

New Pricing - Cafeteria Plan
The J currently implements a bundled pricing plan that gives members access to all amenities. With this pricing structure, memberships are generally more expensive than standard fitness centers. Although The J has several pricing plans that address members of all ages, our research has shown that they do not appeal well enough to millennials who desire to have more flexibility when it comes to pricing. Therefore, we recommend the implementation of cafeteria, or a la carte, pricing plan, which add a greater perceived value for members.

Through the addition of a cafeteria plan, members could select the programs and facilities that they want to pay for and use. In doing this, The J reopens its doors to millennial members who would otherwise opt for boutique gyms. Additionally, a cafeteria plan allows The J to further capitalize on its unique selling proposition of serving everyone from “age 0 - 99” by offering the new pricing option besides its traditional membership. Moreover, when a person can choose the services s/he wants, there is a sense of higher perceived value. The J can even further increase the perceived value by offering a plan that includes the purchase of a fitness tracking device such as a Fitbit for techy millennials - see Figure 10.
Social Outreach

Through our secondary research, we learned that members leave their fitness memberships because they have little excitement or social interaction. Our surveys confirmed that members at The J do not communicate with each other via phone/social media and do not socialize outside of the fitness class. By implementing a social program that engages members outside of their fitness classes, The J can extend the reach of their facilities and capture this camaraderie building aspect of fitness that millennials desire. We have found several ways that The J would be able to effectively incorporate social engagement into fitness, which are highlighted below.

a) Food Festival

By facilitating members to go to events together, gym members could make lasting connections and increase group cohesiveness. An example of such an event is the food festival, which earns its popularity by hosting different food vendors and providing live music. Through hosting an event such as this, The J can increase the involvement of their members in a social setting while showcasing traditional Jewish meals. Alternatively, instead of hosting, The J can organize trips for its fitness classes to an already existing food festival in Tucson. This would reduce the cost to The J — see ‘Budget’ section — while still enabling fitness members to spend time with each other outside of The J.
b) Film Screening

Similarly to food festivals, hosting a film screening or “movie night” is a fun way to get people together in a relaxed setting. While The J already has an annual film festival, such “movie nights” could be more informal events primarily intended for fitness classes to attend together. Another great idea to incorporate with the screening is a concession stand where participants can enjoy snacks and beverages. As far as the event goes, similarly to food festivals, The J could host or outsource the event. For the optimal experience, such an event should be hosted around sunset, and members should bring blankets to layout on.

![Monthly 'movie nights'](image)

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c) Social Mixer - Outdoor Events

This event is tailored more towards the millennials and younger crowds. The idea behind social mixers (i.e. hikes or other outdoor events) is to encourage interaction between members and trainers. Furthermore, such events can increase the relationships between the younger members of The J, as well as enhance the experience of members who do not have a group to hang out with when visiting The J's facilities. When advertising such an event, it is important to indicate the difficulty of different hikes or outdoor events to make sure members don’t take on something too challenging. Additionally, it’s a good idea to have a shared contact list so members can easily find each other during the trip.

![Shared contact list encourages member interaction.](image)

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d) Shared Contact List & Fitness Specific Social Media

Apart from social events, another way to facilitate contact between members is for each fitness class to have a voluntarily shared contact list to which members can add their email/phone number. Such a shared contact list makes it easier for members to stay in touch and addresses our survey results that indicated low interaction among members. Alternatively, fitness classes could have a fitness class specific social media (e.g.: Facebook) page where members can share ideas, plan events, and promote an overall sense of community. Such solution might appeal to millennials’ tendency to like technology as well.
e) Member-led Classes

Finally, a way to facilitate member interaction is by encouraging member led classes. More specifically, The J could offer its members the opportunity to create their own fitness classes that meet their specific needs. Members with similar fitness goals could reserve rooms to meet at a time that works for them. Moreover, The J could have member-led class options that are outside of the traditionally scheduled fitness classes. A similar strategy was implemented at YMCA, which allows its members to create their own sports teams. They have found that these teams give members a sense of belonging and the opportunity to “be active, social, and reconnect”.

Through incorporating a social experience for members of a fitness class, The J addresses both the ‘millennial membership’ and the ‘sense of belonging’ challenges that were identified as areas for improvement. Engagement outside of fitness boosts group cohesiveness; and thus, increases fitness engagement. This, in turn, can lead to members enjoying their time at The J more and attending evening classes in greater numbers. Additionally, the continuous hosting or organizing of social events builds upon The J’s innovation oriented culture. In line with this, we also developed other recommendations that focus on constant innovation, which are detailed under the ‘Constant Culture of Innovation’ section.

Constant Culture of Innovation

Sustaining a constant culture of innovation that does not follow minor trends but builds upon The J’s values is crucial for success in the fitness industry. In the following, we provide three recommendations that are encouraging staff and management to move away from status quo and focusing on furthering The J’s innovative culture. Furthermore, our recommendations provide long term solutions for issues like low evening attendance.

a) Match Class Times Interdepartmentally

We believe that The J can address the issue of low evening volume through constant innovation. The low millennial evening attendance can be countered by scheduling fitness classes based on event times in the other departments. For example, we learned from our stakeholder meeting that parents of a child on the swim team will stay at The J and watch practice or conversate with others. Thus, continuously adjusting class times so that they offered during the practice, rather than before or after, will give parents more reason to attend the gym. In order to lure this age group of younger parents into the fitness center, programs need to be tailored to their needs and fitness goals.

b) Target Age Group With Programming

As mentioned in our social outreach oriented recommendations, member-led classes give members the opportunity to create workouts that are tailored to their needs. For example, swim parents can form their own workout group at a convenient time. For those that don’t appeal to the member-led classes, it is important to create fitness classes that fit their goals. This can
most easily be done by grouping people by age — e.g. millennials - and creating programs around their wants. For example, for millennials who want classes to be tailored around productively using their time, high intensity training is the best option. However, to provide offerings based on a cohort’s needs, continuous evaluation of needs is required.

![Image of people exercising]

The millennial cohort enjoys High Intensity Interval Training (HIIT), which — according to Fitness.com — allow an individual to burn 500 calories in just 32 minutes.

Figure 14

**c) Continuous Evaluation & Innovation**

In the short-term, classes and offerings should be tailored to millennials. As age cohorts mature, evaluation and adjustment of the offerings are necessary. Through evaluation of the fitness landscape, The J can properly adjust and tweak the offered classes. For continuous evaluation, *Appendix B - Surveys* details an effective framework that can be used for future survey creation. The questions provided in the survey are directed to evaluate the environment in the fitness center and the fitness classes. Additionally, The J can utilize The J Team 3’s evaluation technique, which was partially created based on our survey results.

Through continuous innovation techniques, such as tailoring classes to needs of age groups, The J can enhance its innovation driven culture. Involving staff members in matching class times interdepartmentally or evaluating the needs of age cohorts will encourage them to step away from the status quo and pursue innovative ideas. The continuous nature of such innovations is also reflected in our timeline, which requires evaluation on a yearly basis in order to fix any issues that may arise.

**Response Timeline**

The information provided below is an extension of *Appendix D - Timeline & Timeline Details*. The timeline is intended to provide a clear roadmap to implement our recommendations. With the dates and time allocated to implement the pricing plan, millennial oriented fitness class innovation, and social engagement events, we know that these recommendations can be successful and can be continuously innovated. Please note that the dates are designed to be flexible.
**May 2017**

In this initial phase of the timeline, we suggest preparing in-depthly for the implementation of the recommendations. Concerning constant innovation, we recommend The J to plan out its adjusted interdepartmental schedule in this period with the intention of offering adjusted class times within the following month. As for social outreach events, it would be best to develop a thorough plan for events as soon as possible because of the marketing that needs to be done. After the developmental processes, marketing and preparation for implementing the plans are crucial.

**June 2017**

June is designed to be a busy but rewarding month. To start, we recommend an evaluation of the current pricing structure. We propose allocating two full months to evaluate the current plan and develop the new pricing structure. After the developmental stages, the next step is to present these ideas to the market. Marketing of the first social event should take place in the beginning of the month and be ongoing. Finally, after a month of planning and marketing the adjusted schedule of classes, we propose making it available to members. This will allow management to get an idea of how millennials and other age cohorts react to the new timing of classes. Once the marketing is conducted, we recommend implementation in July/August.

**July 2017**

Now that marketing has been conducted, and members are aware of the events ahead, the implementation phase is ahead. However, to prevent status quo bias, we recommend introducing new changes gradually. Thus, July only has one event planned, which is a social event on the Fourth of July. This event is designed to bring the fitness classes together to celebrate Independence Day. The development of the pricing plan and the innovation of classes should continue and be prepared for installation.

![Figure 15](image)

The first social outreach event on the Fourth of July. The Fourth of July Celebration is meant to be a safe place for families of fitness members to gather and enjoy the fireworks from the surrounding area.

**August 2017**

The month of August is the most important month for millennial-oriented innovation. At the beginning of the month, we recommend introducing the new pricing plan, which provides the
flexibility in pricing that millennials desire. Towards the end of the month, we suggest developing the millennial oriented fitness classes, which incorporate HIIT. Additionally, August should serve as a reviewal of the first social outreach event. Going forward, the majority of the next four months are tailored around planning and marketing of social outreach events as well as evaluating member responses to the new pricing plan.

**September 2017 - January 2018**

During these four months in the second half of the year, marketing and planning events are key. Our next proposed social outreach event is a Fall Food Fair in mid September (after Rosh Hashanah). This event is designed to be a celebration of Rosh Hashanah, and the idea is to have Jewish gym members make traditional dishes and share their culture with others non-jewish members. In the following month, we recommend hosting or outsourcing a Fall Movie Night. Finally, the first formal review of the new pricing plan is scheduled for January 1st. Since it’s important to evaluate the pricing plan’s successfulness, the four month review period is designed to give management adequate time to review how the market reacts.

**May 2018**

Finally, management should review all recommendations one year from the beginning of the implementation process. Allocating this amount of time will give a clear representation of how members are reacting to change. Also, this annual review should serve as a way to draft new innovative ideas in the fitness industry. Listed in Appendix E, is an overview of the budget which should also be reviewed on this yearly date.

**Budget**

Upon further research, we created a loose budget for our recommendations - see Appendix E. We classified the prices based on events that could be hosted at The J or outsourced to other locations. Additionally, we identified several variables that could cause budget fluctuations, which include employee pay rates, consultative service, and food at various events. In the following, we provided a descriptive overview of the proposed budget for each of our recommendations as well.

Concerning the new pricing plan, our calculated full price of its marketing came out at about $820 dollars monthly, which includes flyers as well as contracting social media marketing with an outside firm. The latter could be eliminated by the use of an in-house social media team. Furthermore, for developing the new pricing plan, there could be an additional cost of hiring a consultant for a $150 hourly rate. The total cost of a social event ranges between $215 for outsourced social events, and $1389 for in-house events. Finally, the cost of innovating new classes is mostly dependent on employee wage rates and man hours for completion. We hope this budget can enable The J to increase millennial engagement and group cohesion.
Conclusion

We encourage The J to implement our recommendations of a cafeteria pricing plan, innovation of the fitness offerings, and social engagement programs. We are confident that through these changes, The J will improve millennial membership and retention, as well group cohesions and class attendance. It has been our pleasure as The J team to wish them the best of luck in future endeavors. Please reach out to us with any questions at andrasszep@email.arizona.edu.
Appendix A - Meeting Notes

Focus Group with The J’s Management Notes

- Meeting Attendees:
  - Christina: Membership
    - Scholarship
    - Renewals
  - Amy: Fitness Director
    - Personal trainers
    - 9 people in membership - everyone can sell
    - Data administrator for software
  - Julian: Prospects
    - Sales
    - Relation
    - guiding staff

- Created separate private FB page
- Up and coming things
- Input and fresh perspective
- Grow & remodel
- Lacking: evenings: class participation is low
  - Create excitement!
  - Reach out to millennials
  - Coordinate with swim team
- Mornings filled
  - 9am - no free bikes
  - 5pm -10+ free bikes
- Latest start time at 6 o’clock
  - 5pm too early
- Most popular programs:
  - Zumba
  - Spin
  - Body pump
  - Yoga
- Trx classes
- Evaluations:
  - Specially fee based programs - survey to attendees 68% members joined four fitness
  - Self-motivated trainers - give this/that a try
- Pre-school need membership
- ECE - engage people
- Elder members
  - sense of community
  - Friends
  - Group has own coffee box
- Group experience is key
  - Not as true for younger generations
- Social component! HS kids vs 65+
- 28-40 feel a sense of community through fitness
- Millennials and older
- Kids for camp - hard to retain
- Early childhood - hard to retain
- Staff
  - outgoing when hiring
  - Informal conversation training
  - program on profile - written down knowledge (staff)
  - greet everyone
    - Seeing and observant
    - Knowing history
- Drop membership why? (evaluation)
  - What kept you here
  - How hoped to use it/what you expected
  - Exit evaluation
- Entry evaluation: why they are joining?
  - What are goals
- Engage email: more personalized new software
  - CRM 2 months
  - Members don't know about it
  - Profile on individual
  - Build understanding
  - Opportunity
  - Initiative: automated emails
    - Birthday, low usage, high usage
  - ranking: donor, length, etc…
  - Just coming every day is medium
  - Reach out to critical/low
  - Not renew
- Takeaways:
  - Fresh perspective on programs - trainers pretty involved
  - Evening programs - low excitement
  - Create group environment - social especially for millennials
  - “Drop membership” survey
  - Engage new software - expand for members
Appendix B - Surveys

Class Survey Questions

The following questions ask about your feelings towards your fitness class. Please CIRCLE a number from 1 to 9 to show how much you agree with each statement below.

1.) *We all share the same commitment to our fitness goals.*

   1   2   3   4   5   6   7   8   9
   Strongly Disagree          Strongly Agree

2.) *I invite my classmates to do things with me outside of class.*

   1   2   3   4   5   6   7   8   9
   Strongly Disagree          Strongly Agree

3.) *Some of my best friends are in the same fitness class with me.*

   1   2   3   4   5   6   7   8   9
   Strongly Disagree          Strongly Agree

4.) *I do not get along with members of my fitness class.*

   1   2   3   4   5   6   7   8   9
   Strongly Disagree          Strongly Agree

5.) *I contact my classmates often (phone, text message, social media).*

   1   2   3   4   5   6   7   8   9
   Strongly Disagree          Strongly Agree

6.) *I feel accountable to my fitness class.*

   1   2   3   4   5   6   7   8   9
   Strongly Disagree          Strongly Agree

7.) *There is healthy competition in my fitness class.*

   1   2   3   4   5   6   7   8   9
   Strongly Disagree          Strongly Agree

8.) *I am able to meet my personal fitness goals through my fitness class.*

   1   2   3   4   5   6   7   8   9
In the following, please answer the questions to your best ability:

9.) Please indicate how often you work out at The J.

1 2 3 4 5 6 7 8 9
Very Rarely Very Often

10.) Please briefly describe the environment in your fitness class.

_______________________________________________________
_______________________________________________________
_______________________________________________________

Individual Survey Questions

The following questions ask about your feelings towards the fitness environment. Please CIRCLE a number from 1 to 9 to show how much you agree with each statement below.

1.) Some of my friends workout with me at the fitness center.

1 2 3 4 5 6 7 8 9
Strongly Disagree Strongly Agree

2.) I enjoy working out together with others.

1 2 3 4 5 6 7 8 9
Strongly Disagree Strongly Agree

3.) I enjoy having flexibility at a fitness center.

1 2 3 4 5 6 7 8 9
Strongly Disagree Strongly Agree

4.) I keep in touch with others from the fitness center via phone, text message, or social media.

1 2 3 4 5 6 7 8 9
Strongly Disagree Strongly Agree

5.) I find the fitness center too crowded when I work out.
6.) The fitness center provides me with healthy competition.

7.) I have a routine in regards to working out.

8.) I am able to meet my fitness goals.

In the following, please answer the questions to your best ability:

9.) Please indicate how often you work out at The J (Per Week).

10.) Please describe an opportunity for improvement at the fitness center.
Appendix C - Survey Results Tabulated

Individual Surveys - Morning vs. Evening:
Table depicts the average score for each question. (See questions in Appendix B.)

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**Mode**

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Individual Surveys Result Chart:
Class Surveys - Morning vs. Evening:
Table depicts the average score for each question. (See questions in Appendix B.)

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Class Surveys Result Chart:
Appendix D - Timeline & Timeline Details

Fitness and Membership Timeline May 2017- January 2018

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## Appendix E - Budgeting

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References


Fitness and Membership
Joe Metcalf, Chris Siek, Elizabeth Smith, Austin Stadeli, Andras Szep
Contact us at andrasszep@email.arizona.edu
April 4, 2017